

DEPARTMENT OF HOMELAND SECURITY
APPROPRIATIONS FOR 2013

HEARINGS
BEFORE A
SUBCOMMITTEE OF THE
COMMITTEE ON APPROPRIATIONS
HOUSE OF REPRESENTATIVES
ONE HUNDRED TWELFTH CONGRESS
SECOND SESSION

SUBCOMMITTEE ON HOMELAND SECURITY

ROBERT B. ADERHOLT, Alabama, *Chairman*

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CHARLES W. DENT, Pennsylvania	

NOTE: Under Committee Rules, Mr. Rogers, as Chairman of the Full Committee, and Mr. Dicks, as Ranking Minority Member of the Full Committee, are authorized to sit as Members of all Subcommittees.

BEN NICHOLSON, JEFF ASHFORD, KRIS MALLARD,
KATHY KRANINGER, MILES TAYLOR, and CORNELL TEAGUE
Staff Assistants

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FEMA

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(II)

DEPARTMENT OF HOMELAND SECURITY APPROPRIATIONS FOR 2013

THURSDAY, MARCH 1, 2012.

NATIONAL PROTECTION AND PROGRAMS DIRECTORATE

WITNESS

**RAND BEERS, UNDER SECRETARY FOR THE NATIONAL PROTECTION
AND PROGRAMS DIRECTORATE AND COORDINATOR FOR COUNTER-
TERRORISM**

OPENING REMARKS: CHAIRMAN ADERHOLT

Mr. ADERHOLT. The hearing is called to order this morning. And today we will discuss the Department of Homeland Security's National Protection and Programs Directorate, NPPD. To help us better understand these programs, we welcome NPPD Under Secretary Rand Beers.

Secretary Beers, this meeting will be more informal than our usual hearings. So I understand you have a few basic prepared remarks that will give us an overview, and then of course I will allow Members to ask questions. Also, votes are probably going to be—we will probably have an hour before votes. I think we will have at least a good hour before we have to leave to go vote, so that should give us time to have a meaningful hearing.

Of course, let me remind everyone that there are no electronic devices allowed—BlackBerrys, cell phones, iPads. If someone has inadvertently brought one in, then one of the staff can take it and stow it outside.

While there are many topics we want to discuss today, or need to discuss today, I think there are two things that are first and foremost on our plate. First, the Chemical Facility Anti-Terrorism Standards, commonly known as CFATS. In December, a very disturbing internal report was leaked to the media concerning the management of the CFATS program.

The second is cybersecurity. The importance of cybersecurity becomes more and more apparent each day, as we read more and more reports of breaches in our private sector and our government networks. The President's budget request includes \$769 million for the National Cyber Security Division, an increase of \$325 million above fiscal year 2012. This includes an unprecedented \$202 million for the Department of Homeland Security to transfer to other agencies and departments to fund projects that may reduce their cyber risk. This request also includes a significant increase in other cyber programs.

However, DHS has not provided a clear, complete cost or schedule information to justify either of these increases. Secretary Beers, we need a justification for these funds, as this Congress can no longer provide blank checks, no matter the importance of the programs.

Additionally, Secretary Beers, we would again welcome a quick update on the threats to our cyber and critical infrastructure. So, given the breadth of these topics and their relevance to nearly every aspect of our daily lives, we will clearly have an interesting discussion today. So if you will summarize your comments and hit the high points, then we will allow time for exchange of questions and answers between the Members.

But before we begin, I would like to recognize Ranking Member Price for his opening remarks.

[The information follows:]

**The Honorable Robert Aderholt
Committee on Appropriations
Subcommittee on Homeland Security**

Opening Statement:

***National Protection and Programs Directorate
Fiscal Year 2013 Budget***

**Witnesses:
Under Secretary Rand Beers**

9:30 PM | Thursday | March 1, 2012 | H-405

Hearing is called to order [*gentle strike of gavel*] –

Today we will discuss the Department of Homeland Security's National Protection and Programs Directorate (NPPD).

To help us better understand these programs, we welcome NPPD Under Secretary Rand Beers. Secretary Beers, this meeting will be more informal than our usual hearings, so while I understand you have prepared a basic statement for us, we will spend most of our time discussing Member concerns and questions.

Before we begin, I would like to remind Members and staff that because the information we will receive over the next two hours is

highly classified—it is not to be repeated in any unsecure setting or for other than official purposes.

Let me also remind everyone that there should be absolutely no electronic devices, like blackberries, cell phones and iPad's, in the room during this briefing. If someone has inadvertently brought an electronic device into the room, please give it to one of our staff, who can stow it outside the room until this meeting is over.

While there are many topics to discuss today, I want to briefly raise two primary concerns.

First – the Chemical Facility Anti-Terrorism Standards – commonly called CFATS. In December, a very disturbing internal report was leaked to the media concerning the management of the CFATS program.

Since the program was created in fiscal year 2007, industry stakeholders have made many improvements at their sites and spent hundreds of millions of dollars complying with CFATS policies. However, after five years – it is clear DHS has failed to fully develop an efficient and effective program.

Today, NPPD employs over a hundred chemical inspectors across the Nation, but DHS has not approved a **single** site security plan, even though industry has submitted over 4,000 of them. DHS must address each of the issues that were brought to light in the memo – and provide industry and the taxpayer with a viable program. Today, we want to hear your plan to restructure the program – as well as timelines to implement that plan.

Second – Cybersecurity. The importance of cybersecurity becomes more apparent every day, as we read more and more reports of breeches to our private sector and our government networks.

The President's budget request includes \$769 million for the National Cyber Security Division – an increase of \$325 million above FY12. This includes an unprecedented \$202 million for DHS to transfer to other agencies and departments to fund projects that may reduce their cyber risks. The request also includes significant increases in other cyber programs.

However, DHS has not provided clear, complete cost or schedule information to justify either of these increases. Secretary Beers, we need a justification for these funds today, as this Congress will no longer provide blank checks – no matter the importance of the program.

Additionally, Secretary Beers, we would welcome a quick update on the threats to our cyber and critical infrastructure.

Given the breadth of these topics, and their relevance to nearly every aspect of our daily lives, we will clearly have an interesting discussion today. Secretary Beers, please summarize your written testimony in a brief statement so that we will have time for a direct exchange of questions and answers. Before you begin, however, I recognize Ranking Member Price, for his opening remarks.

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OPENING REMARKS: RANKING MEMBER PRICE

Mr. PRICE. Thank you. I will be very brief, Mr. Chairman, because I know we want to get on with the initial presentation and then probably break for votes and come back, hopefully, for a more extended discussion.

I want to also welcome the Under Secretary and his associates here.

I think you very effectively highlighted the likely focus of this morning's discussion. We do want to know more about what it is going to take to develop a robust chemical security program. We want to explore some of the delays in the ammonium nitrate program. We will have a chance to talk about that in the discussion to follow.

You are one of the few agencies, Mr. Beers, who actually has an increase in the current fiscal year. It is not an increase on paper, but when you take account of the US-VISIT transfer, it is indeed an increase—a modest one, but one that underscores the importance of this cybersecurity issue.

I, too, will want to get a better understanding of the way this is going to work and particularly the proposed transfer of \$202 million to other Federal agencies to strengthen their cyber networks. We are meeting in a classified setting, so we need to have a good understanding of the current assessment of these threats but also the rationale behind this kind of interagency effort that you are envisioning.

So we look forward to your presentation.

[The information follows:]

Opening Statement by Ranking Member David Price

Classified Hearing on the National Protection and Programs Directorate

March 1, 2012

I'd like to welcome Under Secretary Beers to this classified hearing. The 2013 request for the National Protection and Programs Directorate (NPPD) is \$1.2 billion in appropriated dollars, if you exclude funding for US Visit which is being proposed to transfer to CBP and ICE. You are one of the few agencies with a requested increase for fiscal year 2013, recognizing the vulnerabilities that we need to urgently address, particularly in cyber security. Your request includes \$912 million for cyber security activities and \$255 million for infrastructure protection.

On the cyber security side of your budget, there are two significant increases totaling \$319 million. This funding will be used for securing the on-line presence of our government's civilian agencies and for implementing data traffic monitoring systems to detect nefarious activity and stop it before cyber attacks get out of control. This is no small challenge. Our computer networks are only as safe as their weakest security links and a sophisticated, coordinated and sustained cyber attack is a serious threat to our nation's economic vitality, yet I have reservations about your proposal to transfer \$202 million to other Federal agencies to strengthen their cyber networks. Today I look forward to closely examining this in more detail. We have some large holes to fill in the DHS budget so please assure me that we are not frittering these funds away.

Mr. Beers, as you well know, many questions have been raised over the past few months about your infrastructure protection activities. An internal review found mismanagement of, and by, NPPD personnel and misuse of funds. The Chairman and I have asked GAO to look into these issues further and we will be monitoring NPPD's corrective action plan to address these concerns. I also continue to have longstanding concerns about the slowness in developing a robust chemical security program and repeated delays in the ammonia nitrate program, both which we will talk about in more detail today.

Under Secretary Beers, I look forward to your testimony.

Mr. ADERHOLT. Okay. Secretary Beers, thank you for being here again, and we look forward to your comments.

OPENING STATEMENT: UNDER SECRETARY BEERS

Mr. BEERS. Thank you, Chairman Aderholt and Ranking Member Price and other distinguished members of the committee. I will limit my remarks, in the interest of getting to the question-and-answer session, and focus specifically on cybersecurity and chemical security issues.

I have here with me staff who have detailed knowledge and insights into each of these programs. And, as this is an informal session, I may, on occasion, ask them to make some additional remarks in addition to my own.

As you know, cybersecurity has become a fundamental issue with respect to both the economic and the national security of this country. We have a vast array of independent and interdependent networks that are critical to communications, travel, powering our homes, and running our economy.

But the efficiencies that we realize by this networked society have also created vulnerabilities, and they are frequently exploited by theft for both money and intellectual property. These vulnerabilities also represent or create the potential for cyber attack, to cause physical damage that disrupts and destroys parts of our critical infrastructure that we rely on every day—for example, the electrical grid or our water supply.

This threat set involves nation-states, in particular Russia and China, but it also involves criminals and just plain old hackers, like the Anonymous group. The highest-quality tools and attacks that we see certainly come from nation-states. But I think everybody needs to understand here that, as those tools appear in our networks, they also appear on the view screens of criminals and hackers. And so, to simply say that nation-states have corralled all of the most sophisticated tools doesn't recognize the fact that there is a proliferation of those very tools into the hands of criminals who may, in fact, be associated with nation-states or may be independent of nation-states and are just plain old hackers who, for whatever purpose, would simply seek to do harm and disrupt the functioning of our networks.

So these risks require, I think, prudent investments, prudent investments that can deliver results. The fiscal year 2012 appropriations, which came with the leadership of this Committee, provided a strong increase to prior-year funds. And the President's 2013 budget asks for an additional increase, specifically a 70 percent increase for our National Cyber Security Division, over the fiscal year 2012 funds. We recognize that this is being done in a time when difficult cuts have to be made and found elsewhere in the government, but we believe that this is a prudent and necessary approach and that the increase is absolutely necessary.

Let me just briefly touch on some of the things that we have done with the funding that you all have given us. In fiscal year 2011, we were able to execute 98 percent of the funds on time. And we will continue our commitment to obligating prudently but in a timely fashion so that those funds don't carry over.

NPPD has four roles that I want to emphasize here in cybersecurity. We lead the Nation's cybersecurity awareness and education efforts for the Federal Government. We coordinate the Federal Government's national response to major cyber incidents. We also protect Federal civilian networks. And we work with owners and operators of critical infrastructure to secure their networks.

Over the last fiscal year, fiscal year 2011, US-CERT received over 106,000 individual reports of incidents from Federal agencies, from critical infrastructure, and from our industry partners. And we issued over 5,200 cyber alerts as a result of this that were used by the private sector, by our government, and by network administrators to protect their systems.

We requested \$93 million in fiscal year 2011, and that is a \$13.9 million increase, so that US-CERT can respond to this growing number of Federal civilian and critical infrastructure network intrusions.

Let's be clear: This is going to increase, the number of intrusions are going to increase, and we need to be in a position to respond. So this \$13.9 million will add approximately 23 additional persons on top of the number that we expect at the end of fiscal year 2012 to help us deal with the increased workload that US-CERT is going to have to deal with.

In addition to specifically protecting Federal civilian agency systems, we are, as you know, deploying the Einstein technology to detect and block intrusions of these networks in collaboration with our partners in the Department of Defense. We have requested an increase of about \$117 million to accelerate this deployment of our system.

But let me be clear here: Neither Einstein nor any other technology by itself, neither ours nor NSA's, is going to be able to deliver entirely a solution to this problem. This is a much broader, more complicated, and more sophisticated system that we need to build. So while we need to have the money in order to deploy the Einstein systems, we also have other requirements. And that is what I want to talk about next.

As you know, we have requested a significant increase of \$202 million for Federal network security. And this is intended to provide DHS with greater visibility into the vulnerabilities that need to be addressed in Federal networks. So as Einstein tells us what we see coming in, in terms of threats, this request is designed to allow us to see on a continuous-monitoring basis what the vulnerabilities within the other departments and agencies actually look like, so that when we see the threat coming, we can produce a response that quickly seals off the problem that we face, but we can also see, in advance of the arrival of those threats, where those vulnerabilities are and to provide guidance and direction to departments and agencies so that they can do a better job of securing their own networks.

This is a program which allows us to have continuous monitoring of departments and agencies. It is something that we need to do our job as the managers of compliance with respect to the Federal information security requirement that OMB has passed on to this.

With respect to critical infrastructure, we work with the private sector to help secure the key systems upon which all Americans

and indeed the Federal Government rely, such as the financial sector, the power grid, water systems, and transportation networks. In particular, we pay attention to industrial control systems, which control processes at power plants and transportation systems.

Last year, we deployed seven response teams to such critical infrastructure organizations at their request in response to cyber intrusions. In fiscal year 2011, we conducted 78 voluntary proactive assessments of control systems entities, and we made recommendations to those companies on how they can provide their cybersecurity. We distributed 1,150 copies of our cyber evaluation tool, and we conducted over 40 training sessions, all of which makes owners and operators better equipped to protect their networks.

In fiscal year 2013, we have a request for \$62.8 million for our Critical Infrastructure and Cyber Protection Awareness branch. This includes \$6.5 million which will expand our effort with the Multi-State Information Sharing and Analysis Center to 30 States. The funding for the CICPA program will enhance our ability to increase the number of onsite assessments that we are able to conduct to evaluate the resilience of critical infrastructure. Given the importance of this program to the Nation's cybersecurity, I want to pledge to you that we will continue to work with you on this funding, and we expect to be held accountable on this investment.

With respect to chemical facilities, we also recognize the need for accounting to you the problems we face and the plan of action that we have in terms of moving forward. We have asked for \$74.5 million to develop and implement mechanisms that will assess high-risk chemical facilities and ensure that these facilities meet the risk-based performance standards that we have. This funding will support the development and implementation of mechanisms to regulate the sale and transfer the Nation's supply of ammonium nitrate, as well.

We have done a lot of work over the past few years to establish and implement an unprecedented regulatory program, but as you know from the leaked report, these challenges remain. I asked the Director and Deputy Director—the new Deputy Director and Director of this program to provide me with a report last summer. They provided that to me in November of this year. It was a clear indication that we had some serious problems that we have to take into account, but it also outlined in a lengthy plan of action a number of steps, 103 different issues that we needed to address and an indication of the way that we need to address them.

And we have made progress with respect to this already. For example, we had only 10 site security plans that were authorized for an inspection; we are up to 55 now. That was done as a result of a surge effort to go through those plans and not to approve them just to get them out the door, but to make sure that what we were authorizing, in fact, were plans that deserved that authorization. And we will now conduct the inspections necessary.

We expect to complete the review of all of the site security plans in the Tier 1 category, the category with the most vulnerabilities, in the next several months. We will begin the process of issuing authorizations on Tier 2 facilities during this fiscal year. And we expect to be in a good position to move on to Tiers 3 and 4.

We have also changed our training effort, and we are reclassifying a number of positions to ensure that the personnel and the job requirements are a better match.

The Department, NPPD, and I personally take these responsibilities seriously, and we are moving forward quickly to address the challenges before us. We believe that CFATS is making the Nation safer, and we are dedicated to its success. We will meet the necessary course corrections and improve the program to better protect the Nation.

We expect to have gone through almost all of the items in the plan of action, as it is currently stated, by the end of the year. But let me be clear: This plan is not a static plan. This plan is going to be an evolving document. As we get to solutions with respect to what the action items are now, we expect that we will have other issues that we will need to deal with. And we will keep this committee informed fully of our progress with respect to that plan.

Thank you all very much, and I look forward to your questions.
Mr. ADERHOLT. Thank you, Secretary Beers.
[The information follows:]

Statement for the Record

The Honorable Rand Beers

**Under Secretary
United States Department of Homeland Security**

**Before the
United States House of Representatives
Appropriations Committee**

March 1, 2012

Introduction

Chairman Aderholt, Vice Chairman Culberson, Ranking Member Price, and distinguished Members of the Subcommittee, let me begin by saying thank you to this Committee for the strong support that you have provided. I look forward to continuing to work with you in the coming year to protect the homeland and the American people.

I am pleased to appear before the Committee today to present President Obama's Fiscal Year (FY) 2013 Budget for the Department of Homeland Security's National Protection and Programs Directorate (NPPD).

NPPD leads the efforts to protect and enhance the resiliency of the Nation's physical and cyber critical infrastructure from terrorist attacks, natural disasters, and other catastrophic incidents. This work requires ongoing collaboration and information sharing with NPPD's Federal, State, local, tribal, territorial, international, and private-sector partners as well as the American public.

The demands on NPPD continue to grow. Terrorist adversaries remain determined to strike us here at home, cybersecurity threats continue to evolve, the Nation faces the ongoing risk of natural disasters and other large-scale emergencies, and the vast network of critical infrastructure is increasingly interconnected and interdependent. The NPPD FY 2013 Budget allows us to continue to meet these evolving threats and challenges by prioritizing our essential operational requirements—while reflecting a commitment to fiscal discipline that maximizes the effectiveness of every security dollar that we receive.

FY 2013 Budget Request

The FY 2013 budget request for NPPD is \$2.5 billion in gross discretionary funding and \$1.2 billion in net discretionary funding. The Federal Protective Service (FPS) is funded through an estimated \$1.3 billion in offsetting collections from other agencies.

The following are highlights of the NPPD FY 2013 Budget:

Organizational Realignments

- *Office of Risk Management and Analysis:* As directed by Congress in the FY 2012 appropriations bill, NPPD's Risk Management and Analysis program will be eliminated and its core function transferred to the DHS Office of Policy, subject to a Section 503 transfer. As such, NPPD is not requesting any funding for this activity in FY 2013.

United States Visitor and Immigrant Status Indicator Technology (US-VISIT): To better align US-VISIT's functions with the Department's operational components, the budget request proposes the transfer of US-VISIT functions from NPPD to Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE). Currently, CBP operates numerous

screening and targeting systems, supporting more than 70,000 users from over 20 Federal agencies that are responsible for a wide range of programs that rely on CBP information and systems to determine benefits, process travelers, inform investigations, support case management, and enhance intelligence capabilities. Although ICE will assume responsibility of the US-VISIT overstay analysis services, CBP and ICE will collaborate on system support for the overstay mission. Transition of the analysis and identification of the overstay population in ICE aligns with the ICE mission of administrative immigration enforcement. These transfers will enable NPPD to further tighten its mission focus on risk reduction to physical and cyber infrastructure.

NPPD supports the following Quadrennial Homeland Security Review missions:

- **Mission 1: Preventing Terrorism and Enhancing Security** – NPPD leads the coordinated efforts to protect and enhance the resilience of the Nation's critical infrastructure by integrating and disseminating critical infrastructure threat, consequence, and vulnerability information; developing risk mitigation strategies; overseeing the National Infrastructure Protection Plan (NIPP); and carrying out Chemical Facility Anti-Terrorism Standards (CFATS) regulations. NPPD also secures Federal facilities and protects 1.4 million occupants and visitors daily.
- **Mission 4: Safeguarding and Securing Cyberspace** – NPPD leads the efforts to secure the Federal Executive Branch civilian government computer systems and critical infrastructure by working with the private sector, all levels of government, military, and intelligence stakeholders. NPPD analyzes and reduces cyber threats and vulnerabilities; distributes threat warnings; and coordinates the response to cyber incidents through the National Cyber Incident Response Plan to ensure that our computers, networks, and systems remain safe and secure.
- **Mission 5: Ensuring Resilience to Disasters** – NPPD protects and strengthens the reliability, durability, and interoperability of the Nation's communications infrastructure and capabilities and also provides priority telecommunications service during incidents.

Preventing Terrorism and Enhancing Security

Infrastructure Protection

The Office of Infrastructure Protection (IP) leads the coordinated national effort to mitigate risk to, strengthen the protection of, and enhance the resilience of the Nation's critical infrastructure assets, systems, functions, and networks. IP oversees the implementation of the NIPP, which establishes the framework for integrating the Nation's various critical infrastructure protection and resilience initiatives into a coordinated effort. The NIPP provides the structure through which DHS, in partnership with Government and industry, implements programs and activities to protect critical infrastructure, promote national preparedness, and enhance incident response.

Protecting the Nation's critical infrastructure is a complex mission. The vast majority of critical infrastructure in the United States is privately owned and operated, making public-private partnerships essential to protect and boost the resilience of critical infrastructure and respond to events. IP manages mission complexity by:

- Identifying and analyzing risks;
- Coordinating among State, local, and private-sector entities that share information and resources;
- Forming voluntary partnerships to increase preparedness and resilience for facilities, systems, and surrounding communities; and
- Developing regulations for and monitoring the regulatory compliance of certain critical infrastructure owners and operators.

The NIPP establishes a partnership framework for coordination across 18 critical infrastructure sectors, through which DHS coordinates with critical infrastructure partners in Government and the private sector to implement the NIPP risk management framework. This framework establishes processes for combining consequence, vulnerability, and threat information to produce assessments of national or sector risk. IP is building on this foundation through expanded mission collaboration with partners to strengthen not only the protection of critical infrastructure but also its resilience.

Identifying and analyzing risks

IP maintains a number of projects that support the identification, prioritization, and protection of the Nation's critical infrastructure, as well as the assessment of critical infrastructure threats, vulnerabilities, and consequences. These projects provide an inventory of critical infrastructure and assets whose loss or compromise would pose the greatest risk. IP also conducts assessments to collect vulnerability, capability, and consequence information required to produce comprehensive analyses of asset and system risks. These analyses of interdependencies and cascading effects guide IP's risk mitigation efforts and security planning to strengthen critical infrastructure resilience and preparedness. The projects established to meet these goals include Bombing Prevention, Infrastructure Sector Analysis, and Vulnerability Assessments.

The FY 2013 budget request for these projects is \$56.9 million, which includes \$20.6 million for Vulnerability Assessments. These funds will support 10 Regional Resiliency Assessment Programs and 200 critical infrastructure assessments, including site assistance visits, Computer-Based Assessment Tool imagery capture, and new nuclear reactor security consultations. Bombing Prevention capabilities include continued support for the Regional Resiliency Assessment Program with Multi-Jurisdiction Improvised Explosive Device Security Planning and Improvised Explosive Device Risk Mitigation training; National Capabilities Analysis Database assessments; the Technical Resource for Incident Prevention (TRIPWire); and continued DHS leadership in executing the *National Strategy for Combating Terrorist Use of Explosives in the United States* and the Homeland Security Presidential Directive-19 Implementation Plan. The FY 2013 budget request also would support the establishment of sector-relative risk baselines for 50 percent of the Sector-Specific Agencies under the Sector-Specific Agency (SSA) Management Project.

Coordinating among State, local, and private-sector entities

IP has several projects dedicated to increasing the ability of our State, local, and private-sector partners to assess risks, coordinate programs and processes, and execute risk mitigation programs

and activities. These efforts include the NIPP, coordinating efforts of the 18 critical infrastructure sectors to implement and execute their Sector-Specific Plans, cross-sector and sector-specific education and training, and activities to facilitate the development of critical infrastructure partner governance and coordination structures and foster information sharing and coordination with these groups.

In FY 2011, IP developed and published the *Interim Facility Security Committees: an Interagency Security Committee Standard*, which established procedures for use by a Facility Security Committee when presented with security issues that affect the entire facility. Additionally, IP launched the IP Regional Initiative to jointly coordinate between IP and the State, Local, Tribal, and Territorial Government Coordinating Council to ensure that our State, local, and regional partners have the tools and information they need to implement the NIPP risk management framework effectively. The IP Regional Initiative enables IP to prioritize and resource regional and State requirements more effectively. IP also completed the Federal Triangle Project Phase I, led by the Interagency Steering Committee (ISC), Phase I of which has contributed to the validation process of the Physical Security Criteria/Design Basis Threat and provided a regional perspective and cost on physical security of Federal buildings in the Federal Triangle.

The FY 2013 budget request for the Sector Management and Governance projects is \$67.1 million. Funding will support the ISC's creation of performance-based standards for checkpoint detection technologies for explosives and other threats; development of minimum standards for the use, training, and certification of unarmed security officers; and the development of minimum standards for certification of all Federal facility security supervisors. The funding will also support the expanded implementation and synchronization of the base elements of the Critical Infrastructure Risk Management Enhancement Initiative (CIRMEI), the National Annual Report (NAR), and the Critical Infrastructure Risk Management Plan; establish best practices in CIRMEI outcome statements and metrics reporting; increase the number of training completions by 15 percent or more annually to build core competencies; and support regional implementation of critical infrastructure risk reduction activities. The funding will also support IP's collaboration with the State, Local, Tribal, and Territorial Government Coordinating Council to develop a set of State/local/regional outcome statements that can be included in the NAR to show progress in information sharing, risk management, and incident management through the IP Regional Initiative.

Included in the Sector Management and Governance FY 2013 request is \$24.2 million for the SSA Management Project, which ensures that IP-led sectors are more capable of preparing for, responding to, or recovering from a natural disaster, technological incident, or terrorist attack. The project has conducted 11 Active Shooter seminars and exercises, reaching hundreds of industry stakeholders and first responders, as well as six Chemical Sector Explosive Threat Awareness Training courses. The SSA Management Project provides free sector-specific risk self-assessment tools that can be used both by the private sector and State, local, tribal, and territorial officials to identify areas for improvement in security, resiliency, and preparedness. The specific tools developed by IP include the Dams Self-Assessment Tool; the Commercial Facilities Risk Self-Assessment Tool, with specific modules for stadiums and arenas, performing

arts centers, lodging, convention centers, racetracks, and theme parks; the Voluntary Chemical Assessment Tool; and the Emergency Services Self-Assessment Tool.

Forming partnerships

The FY 2013 budget request includes \$56.5 million for the Regional Field Operations projects, which support IP's efforts to increase preparedness and resilience for facilities, systems, and surrounding communities. These efforts include building and sustaining a comprehensive network of stakeholder engagement structures and processes, consolidating significant primary and cascading impacts caused by critical infrastructure degradation resulting from an incident, and providing comprehensive critical infrastructure protection capacity through the deployment of Protective Security Advisors across the United States.

The Regional Field Operations FY 2013 request includes \$28.3 million for Protective Security Advisors, who serve as our infrastructure security representation and coordination at the Federal, State, local, tribal, and territorial levels across all 50 States and Puerto Rico. Protective Security Advisors provide a local perspective to the national risk picture and serve as DHS's onsite critical infrastructure and vulnerability assessment specialists. They are a vital channel of communication for owners and operators of critical infrastructure assets seeking to communicate with DHS. As incidents or threats occur, the Protective Security Advisors living in communities across the country continue to provide the Department with a 24/7 capability to assist in developing the common operational picture for critical infrastructure. In FY 2011, the Protective Security Advisors conducted 600 Enhanced Critical Infrastructure Protection security surveys, which capture facility security data and track improvements made by facilities to enhance security and resilience. The Regional Field Operations FY 2013 request also includes \$13.5 million for the National Infrastructure Coordinating Center (NICC), which provides steady-state monitoring and incident management planning for conditions and events that threaten the Nation's critical infrastructure assets.

The Regional Field Operations budget request also provides \$14.7 million for the support for the public-private partnership and information sharing, which represent the foundation of voluntary critical infrastructure program through the Partnerships and Information Sharing project. This project provides the necessary unifying framework for the national Sector Partnership, and building and sustaining a network of regional stakeholder forums in partnership with State and local government partners. It also provides a unifying environment for information exchange, built primarily on DHS' Homeland Security Information Network for Critical Sectors (HSIN-CS) - that brought together the 18 sectors, fusion centers across the country, and Federal agencies, such as the U.S. Secret Service, that provide information relevant to the critical infrastructure sectors. In FY 2011, this project supported the operations of more than 40 councils consisting of more than 1,000 members, of which more than 200 were trade associations representing more than 4 million members. Jointly, they delivered approximately 150 products, issue resolutions, and strategic plan reviews. In FY 2011, this project provided 40 online portals for Sectors, Fusion Centers, regional communities, and other organizations providing content to the CI community. For these portals, the project documented communication and coordination Standard Operating Procedures that included incident response coordination, alerts and warnings, suspicious activity reporting, and best practices sharing for risk mitigation. In FY 2011, a new

registrant entered this information sharing environment every hour-and-a-half. The environment provides access to more than 12,000 products. As part of this effort, the project supported 28 online seminars that reached more than 17,000 participants. The project delivered a daily Open Source Infrastructure Report, available on www.dhs.gov, which has 35,000 subscribers and was accessed nearly 372,000 times over the year.

Developing regulations and monitoring regulatory compliance

The request includes \$74.5 million to develop and implement mechanisms that assess high-risk chemical facilities and ensure that covered facilities meet risk-based performance standards. This funding will also support the development and implementation of mechanisms to regulate the sale and transfer of the Nation's supply of ammonium nitrate.

NPPD has done much work over the past few years to establish and implement this unprecedented regulatory program, but challenges remain. Accordingly, in mid-2011, I asked the new Director and Deputy Director of NPPD's Infrastructure Security Compliance Division (ISCD) to provide for my consideration their views on the successes and challenges of the CFATS program. In late November 2011, ISCD hand-delivered a detailed memorandum to me that included for my consideration a proposed action plan with detailed recommended steps for addressing the challenges of the CFATS program. NPPD has made progress in addressing many of the challenges identified in the memorandum.

For example, ISCD is using an interim Site Security Plan (SSP) review process that is allowing the Department to review Tier 1 facility SSPs in a more effective and timely manner. Using this interim approach, over the past few months, ISCD has been able to more than quadruple the number of authorized SSPs, and I am pleased to report that as of February 14, 2012, CFATS covers 4,464 high-risk facilities nationwide; of these 4,464 facilities, 3,693 are currently subject to final high-risk determinations and due dates for submission of an SSP or ASP. The remainder of the facilities are awaiting final tier determinations based on their SVA submissions. ISCD continues to issue final tier notifications to facilities across all four risk tiers as we make additional final tier determinations.

The Department and NPPD take our responsibilities for the CFATS program and the Nation's security seriously and are moving forward quickly and strategically to address the challenges before us. We believe that CFATS is making the Nation safer and are dedicated to its success. We will make the necessary course corrections to improve the program to better protect the Nation.

Federal Protective Service

FPS protects the 1.4 million daily tenants and visitors in the facilities, on the grounds, and on property owned, occupied, or secured by the Federal Government. FPS provides law enforcement and security management services, which include operations and oversight of approximately 14,000 contract Protective Security Officers (PSOs), and security countermeasure services for approximately 9,000 General Services Administration-owned, -leased or -operated facilities located in 11 regions across the country. To do so, FPS employs an integrated risk

management strategy to routinely provide a range of services including: ongoing review of facility countermeasures to ensure that they are functioning as designed; regular assistance to Facility Security Committees to implement or improve security practices to align them with Interagency Security Committee (ISC) Physical Security Criteria; assistance with emergency planning and exercises; response to criminal incidents and reports of suspicious activity, including explosive detector dog screening of facilities and clearing of unattended packages; patrol of facilities to deter and detect criminal activity; comprehensive assessment of threats and vulnerabilities using the ISC Design Basis Threat and Physical Security Criteria; security and duress alarm monitoring; awareness training to inform tenants how to prevent and react to events in the facility (e.g., active shooter awareness); and recurring assessment reports with immediate and long-term recommendations to improve facility risk mitigation.

During the last fiscal year, FPS conducted more than 1,800 high-visibility operations (called Operation Shield) and 150 Covert Test operations, ensuring the protection of Federal buildings and infrastructure; responded to 53,000 incidents; made 1,975 arrests; interdicted more than 680,000 weapons/prohibited items at Federal facility entrances during routine checks; and investigated and mitigated more than 1,300 threats and assaults directed towards Federal facilities and their occupants. In addition, FPS trained more than 900 law enforcement officers and agents in "Active Shooter Response Tactics," conducted more than 1,100 student hours of instruction, and conducted more than 200 hours of Active Shooter Tenant Awareness training.

For FY 2013, FPS projects the availability of \$1,301.8 million in total collection authority. FPS's primary funding source, the basic security fee, will remain at \$0.74 per square foot in FY 2013. NPPD is committed to maintaining 1,371 full-time positions in FY 2013, of which at least 1,007 will be law enforcement officers. FPS is taking a deliberate approach to invest in key areas and better equip our personnel with technology to operate effectively in the risk management environment. FPS will balance the priorities listed below against the statutorily required 1,371 positions.

Specific priorities in FY 2012 and continuing through FY 2013 include development of a follow-on risk assessment methodology that will standardize how facility security assessments are performed, ensuring consistent results, providing tailored recommendations for countermeasures, and enhancing the stakeholders' understanding of vulnerabilities and protective and mitigation strategies. The methodology and process will also ensure that security measures are determined in accordance with standards and criteria established by the ISC. FPS also will undertake an effort to define an activity-based cost structure, which will map costs to the activities that FPS performs. Through this effort, FPS will identify the fees necessary to provide law enforcement operations and risk-based security services at Federal facilities. FPS stakeholders then will have greater transparency into the costs of FPS activities and the level of services provided.

Additionally, FPS will collaborate effectively with stakeholders such as the ISC and industry to develop and implement an informed approach to contract PSO oversight using feedback and best practices. FPS also will explore the means of leveraging technology to ensure effective oversight of PSOs and establish post inspection requirements by security level and frequency requirements for administrative audits. FPS also will improve oversight and management of the PSO force through acquisition strategies and intensive monitoring and coaching.

Safeguarding and Securing Cyberspace

Cybersecurity

DHS works collaboratively with public, private, and international entities to secure cyberspace and America's cyber assets. Working through the National Cyber Security Division (NCSD) within NPPD's Office of Cybersecurity and Communications, DHS works to integrate information about cyber activity and coordinate cyber incident response; enable Federal agencies to secure their systems and networks; provide cyber intrusion detection, prevention, and information sharing capabilities; facilitate education and training for cybersecurity professionals; and mitigate risk to cyber critical infrastructure.

We have improved the ability of Federal agencies to defend their systems and provide expertise and technology that detects, mitigates, and prevents malicious activity on the networks. NCSD's Federal Network Security (FNS) branch manages activities designed to enable agencies to secure their systems and networks. FNS provides a single, accountable focal point for achieving cyber infrastructure security and compliance throughout the Federal enterprise. In FY 2013, \$236.0 million is requested for FNS. This includes an increase of \$202.0 million to support Federal Executive Branch civilian departments and agencies in implementing capabilities that will improve their cybersecurity posture in accordance with the Federal Information Security Management Act and enable improved continuous monitoring at Departments and Agencies. Aligned with the National Cybersecurity Protection System (NCPS), these resources will support a robust cyber security posture across the Federal Government to thwart advanced persistent threats in a dynamic threat environment.

The request also includes \$345.0 million for Network Security Deployment (NSD). NSD manages the NCPS, operationally known as EINSTEIN. NCPS is an integrated intrusion detection, analytics, information sharing, and intrusion-prevention system that uses hardware, software, and other components to support DHS's responsibilities within the Comprehensive National Cybersecurity Initiative mission. In FY 2013, the program will improve its common operating picture to respond in a more agile way to threats to Federal networks and systems by expanding intrusion detection and cyber analytics capabilities and maintaining its capacity to provide intrusion-prevention coverage for Federal network traffic through advanced intrusion-prevention units and supporting infrastructure. Additionally, the program will evolve its service offerings by migrating to a Managed Security Service (MSS) approach for intrusion-prevention services. The evolution of this service will be based on the convergence of a number of existing and near-term intrusion-prevention-services-related initiatives that include EINSTEIN 3 and the Joint Cybersecurity Services Pilot (previously known as the DIB pilot). These efforts will ensure that Federal cybersecurity capabilities are efficiently keeping pace with cutting-edge technologies and adapting to emerging threats. Under the MSS solution, each internet service provider will provide its own intrusion-prevention services that will conform to certain security, assurance, and communication requirements provided by DHS. NSD also will begin planning and developing a cyber mission information sharing environment to improve DHS's ability to respond to and mitigate cyber threats and securely share information across multiple stakeholders.

To keep pace with the expanded NCPS capabilities, the budget includes \$93.0 million for United States Computer Emergency Readiness Team (US-CERT) Operations, an increase of \$13.9 million. As the operational arm of NCSD, US-CERT leads and coordinates efforts to improve the Nation's cybersecurity posture, promote cyber information sharing, and manage cyber risks to the Nation. US-CERT encompasses the activities that provide immediate customer support and incident response, including 24-hour support in the National Cybersecurity and Communications Integration Center. In FY 2011, US-CERT processed more than 106,000 incident reports from Federal agencies, critical infrastructure, and international partners and released more than 5,200 actionable cybersecurity alerts and information products. As more Federal network traffic is covered by NCPS, additional US-CERT analysts are required to ensure that cyber threats are detected and that the Federal response is effective.

We also collaborate with critical infrastructure owners and operators to assess and mitigate risk to the Nation's cyber critical infrastructure; promote cybersecurity awareness among and within the general public and key communities; maintain relationships with governmental cybersecurity professionals to share information about cybersecurity initiatives; and develop partnerships to promote collaboration on cybersecurity issues. The FY 2013 request includes \$62.8 million for the Critical Infrastructure Cyber Protection and Awareness (CICPA) branch. This includes \$6.5 million to expand the Multi-State Information Sharing and Analysis Center to 30 States. The CICPA funding will also enable DHS to conduct 75 onsite assessments of critical infrastructure to evaluate the resilience of critical services.

The FY 2013 request also includes \$22.0 million for the Global Cyber Security Management (GCSM) branch. GCSM works to develop and promulgate sound practices for software developers, information technology professionals, and other critical infrastructure owners and works to address the need to build a skilled cybersecurity workforce. This amount includes \$12.9 million for cybersecurity education. These funds will promote high-quality, cost-effective cybersecurity education and training programs to develop and grow a robust cybersecurity workforce that is able to protect against and respond to national cybersecurity threats and hazards. This funding also will enable DHS to continue to lead and advance the goals of the National Initiative for Cybersecurity Education.

Ensuring Resilience to Disasters

Communications

NPPD supports Mission 5 of the Quadrennial Homeland Security Review, Ensuring Resilience to Disasters, by seeking to improve the security and reliability of America's telecommunications assets by coordinating a provision of telecommunications services to meet national security and emergency preparedness communications requirements during natural disasters or terrorist attacks. NPPD also works to promote interoperable emergency communications capabilities for Federal, State, local, and tribal governments.

The FY 2013 request includes \$103.9 million for the National Communications System (NCS) to sustain and advance emergency telecommunications capabilities for national security and emergency preparedness users. These funds also will support technical studies and analyses of

public communications infrastructures and assessments of new communications technologies vulnerabilities, and will work with the international communications industry consensus standards organizations to ensure that evolving communications commercial standards address national security and emergency preparedness communications technical requirements. NPPD also is working to ensure that these emergency telecommunications capabilities continue to operate as telecommunications carriers transition to new technologies through the Next Generation Networks Priority Services program, which will maintain and migrate legacy priority voice telecommunications features to new technologies.

In FY 2011, NCS provided support through the National Coordinating Center for Communications and Telecommunications Service Priority program office during the Japan earthquake/tsunami; flooding in the Mississippi Valley; winter storms in the Midwest and Northeast; the Joplin, Missouri, tornado; tornadoes in the Southeast; Missouri flooding during Spring 2011; flooding in the Northeast and Upper Midwest; and the 2011 National Level Exercise. NCS also supports the Federal Emergency Management Agency (FEMA) and the National Response Framework by serving as the Primary Coordinating Agency for Emergency Support Function #2 (Communications). The Priority Telecommunications Service, which includes the Government Emergency Telecommunications Service (GETS), Wireless Priority Service (WPS), and Special Routing Arrangement Service, serves approximately 400,000 users. In FY 2011, more than 97 percent of GETS users' calls were completed during emergency periods. NCS is also making improvements to the WPS program to address the significant increase in the use of mobile networks.

The FY 2013 request also includes \$38.7 million for the Office of Emergency Communications (OEC) to advance Federal, State, local, tribal, and territorial government emergency communications capabilities. OEC continues to partner with stakeholders to implement the National Emergency Communications Plan. In FY 2011, OEC engaged in a comprehensive, nationwide assessment of emergency communications capabilities as a part of plan implementation. OEC is currently working with States to submit and review results. When complete, this assessment will provide a detailed view of capabilities at the county level in all 56 States and territories. This detailed look at emergency communications—the first of its kind—will generate valuable data that DHS and the States can use to focus future resources and improvement activities more effectively and efficiently.

In addition to continued work improving traditional Land Mobile Radio communications, OEC is playing a leading role in nationwide efforts to set the broad policy framework for a public safety broadband network and has coordinated with its State and local partners to ensure that the public safety community's requirements are represented fully in network broadband planning and implementation efforts. OEC regularly engages with the early adopters of public safety wireless broadband communications through the Operator Advisory Committee—a stakeholder group comprising all 21 jurisdictions that have been granted Federal Communication Commission waivers for early adoption of broadband operations in the 700 MHz band. OEC is providing technical assistance to these jurisdictions and developed policy guidance to educate stakeholders on wireless broadband planning and education efforts.

In FY 2011, OEC provided 138 individual technical assistance engagements to 54 States and territories to support the implementation of Statewide Communication Interoperability Plans, including a new wireless broadband technical assistance offering for broadband planning support. OEC also worked through the Emergency Communications Preparedness Center to develop and publish recommendations for common Federal grant guidance to synchronize emergency communications spending across more than 40 grant programs. The Emergency Communications Preparedness Center has also identified the development of broadband standards and research and development as one of its strategic priorities for the coming year and established a focus group to identify Federal broadband requirements. In FY 2011, OEC finalized placement of a Regional Coordinator in each FEMA Region to support the efforts of Federal, State, local, tribal, and territorial agencies to build and improve emergency communications capabilities. The Regional Coordinators strengthen collaboration and knowledge sharing with stakeholders and also provide operational support during federally declared disasters. In August 2011, four of OEC's Regional Coordinators were deployed to support the response to Hurricane Irene. The Regional Coordinators supported many tasks throughout the hurricane response, but their most valuable role was leveraging their strong intergovernmental relationships and localized knowledge base of the regions in which they work. Because the Regional Coordinators work with stakeholders every day, they have an in-depth understanding of the needs of different communities across their regions.

Conclusion

The FY 2013 budget proposal reflects this Administration's strong commitment to protecting the homeland and the American people through the effective and efficient use of limited resources. As outlined in my testimony today, the Department and NPPD will continue to strengthen, secure, and ensure the capacity and reliability of the Nation's critical infrastructure, both cyber and physical.

Thank you for inviting me to appear before you today. I look forward to answering your questions and to working with you on the FY 2013 Budget Request and other homeland security issues.

CHEMICAL FACILITY ANTI-TERRORISM STANDARDS: ISCD

Mr. ADERHOLT. And I thank you for your comments on the Chemical Facility Anti-Terrorism Standards program. And that is what I want to start out with as my first question.

NPPD recently provided the Subcommittee with the internal memorandum entitled, "Challenges Facing ISCD and the Path Forward," which, of course, discusses the challenges that the Infrastructure Security Compliance Division has encountered as it implements the CFATS program. These challenges include hiring a management of staff; delays developing, implementing, and managing the inspection processes; complications defining and articulating program missions and goals; and difficulties with internal processes to minimize the risk, fraud, abuse, and mismanagement.

The action plan that was included in the memo to address this problem contains 91 specific actions, none of which are prioritized. Additionally, there are no timelines, there are no milestones or specific resources associated with the action plan.

My question to you is, how can we have confidence that the resources are being used effectively for the program and that measurable improvements will occur if there is no priority or no timeline for the 91 separate actions?

Question: When can you provide the Committee with an action plan that sets up these priorities, that includes these milestones and these timelines?

Mr. BEERS. Sir, we are working on that specific question, and we will have something for you—let's see, today is the first of March—by the end of March, that will be an update.

One of the things I want to be clear, though, as we move through this action plan—and we want to keep you fully informed—we also want time, at least some time, to pass so that we can actually accomplish the improvements that are necessary.

But with respect to the hiring of the management staff, we expect that to be completed in April of this year. The inspection process is being redefined now. We expect that by the end of March.

So we have some specific timelines. But when we gave you the plan in early January, we hadn't had an opportunity to put all of those milestones and timelines into the plan.

Mr. ADERHOLT. Regarding the challenges, what barriers do you see in overcoming some of the challenges that are discussed in the memorandum?

Mr. BEERS. Well, let me just give you one—actually, two specific examples.

One, there was a problem with respect to the training officials within ISCD being properly trained and qualified for those positions. This was a result of a problem that existed throughout the Department, with an expectation that training would be controlled and run out of headquarters. What we have done now is broken through that logjam and are in the process of hiring qualified training people to do that.

Secondly, with respect to ensuring that all of the positions within ISCD are appropriate to the job that they are being asked to do so that we can match qualified people with the skill set required, we

have deployed from NPPD headquarters to ISCD some human capital, people, to help them move through this as quickly as possible.

So what we are trying to do—and those are two examples of obstacles that existed before that we are trying to fix so that ISCD is in a much better position to carry out the mission that you all have assigned it.

Mr. ADERHOLT. How can we be assured that this type of mismanagement and dysfunction is isolated in the CFATS program and not an issue that affects the other organizations?

Mr. BEERS. So, as a result of the discovery within the ISCD program, we have had town-halls and training sessions and discussions with all of the Senior Executive Service members of NPPD to talk about this problem and the need to look at it.

In particular, as a result of the discovery last summer that the tiering process had been done incorrectly and that it appears that people knew about it earlier and didn't inform senior management of the problem, we have also, on a repeated basis, said that we do not want to be shielded from bad news. We would rather hear the bad news sooner so that we can deal with the problems. And don't assume that you can spend time fixing it and then tell us that you have identified a problem but you have also fixed it. Let us help you fix those problems, because sometimes we have access to different resources and different perspectives at senior management levels that might help you to do that job more quickly, but you have to tell us.

So I have said that throughout my leadership, but this was a teaching moment that I have taken advantage of within the organization to remind people how serious it is when you don't tell people of problems that might be fixed.

Mr. ADERHOLT. In December, after reviewing the internal memo, the Subcommittee requested that GAO examine the memorandum and the NPPD's efforts to address the problems identified. Can the Subcommittee anticipate your organization's full cooperation, including complete and timely access to documents and access to officials involved in addressing these problems?

Mr. BEERS. Yes, sir, without question.

And as I mentioned to you last night, the other thing we want to try to do is, because another committee of this body had requested an IG inspection that appeared to overlap, we have asked the two investigative organizations, GAO and DHS's IG, to talk to one another so that we can support both of them but preferably not doing exactly the same thing.

We will do whatever we have to do. But I just want you to be aware and the committee to be aware in this session that there are two investigations that, on the surface, might look like they are duplicative. I don't think that will be the case, but I just want you to know it. But whatever we do, you and others will have our full support.

Mr. ADERHOLT. Okay. We are working with GAO on that to make sure that that is not the case.

Mr. Price.

CYBERSECURITY: CONTINUOUS MONITORING PROGRAM

Mr. PRICE. Thank you, Mr. Chairman.

Mr. Beers, I would like to switch to cybersecurity. Before the morning is out, I want to ask you to walk through with us the way this interagency effort is going to work exactly, how this \$202 million that you have requested will be deployed, and why you have chosen this model, this kind of setup for administering those funds. I do think we need to have a better understanding of that.

But, first, I would like to take advantage of the fact that we are in a classified setting here to take a few steps back and ask for your assessment of the kind of threat we are facing and the shape of that threat. Recent reports about intrusions—we have our own list, of course. There have been well publicized cyber attacks at several Federal agencies—Justice, Commerce, Census in the last 30 days alone. In the private sector, hackers breached data last summer in over 100 million Sony music and gaming accounts, shut down those systems for days. We have seen recent breaches at Epsilon, Citibank, Boeing, Google. We have seen attacks from authenticated users at Lockheed Martin and RSA. Those, of course, are much more difficult to detect and stop, since it appears to be legitimate users that are accessing areas that they typically don't need to be into.

So we would be interested in any current information you have that would augment this list. But beyond that, what do you make of this pattern? These attacks obviously are becoming more commonplace.

I know you have been brought in with other Federal agencies to secure their system. You were brought into that Justice Department attack as it was ongoing. What about Commerce, what about the Census attacks? Can you say a little bit more about the kind of efforts you have under way with those agencies or others to secure their networks?

And then, also, if you would address the private sector. You are not always notified of cyber attacks in the private sector. Are you satisfied that you are learning about most of them? And, of course, private-sector firms may not want to make others aware of their vulnerabilities. That is an obstacle I am sure you have to overcome. What do you think you can do to encourage the private sector to inform you fully so that you can be fully informed as we attempt to develop a defensive strategy?

Mr. BEERS. Wow. That is a pretty broad question. Let me—

Mr. PRICE. I am not attempting to script this. I am just trying to lay the predicate for letting you economize a bit in bringing us forward on these matters.

Mr. BEERS. I understand.

So, as I mentioned briefly in my remarks, we have three sets of actors that we deal with now: Nation-states, their efforts seem primarily to be what we would call reconnaissance as opposed to actually attacking and taking down systems.

We have criminals who seem to be primarily interested in going after information that will allow them to suck money out of financial institutions or individual bank accounts.

And we have hackers. As a general proposition, I would say that the preponderance of the stuff that you read about in the newspaper, particularly the denial-of-service attacks, have tended to come from the hacker community, including Anonymous, which has

been particularly troublesome to both the government and to private-sector entities.

You are right, I think, to focus in particular on the RSA breach and the fact that that allowed certificates to be stolen and used—perhaps to be used. We had another incident that we participated in that occurred in the Netherlands to a firm called DigiNotar where we helped them deal with that particular problem.

In addition, there is this curious overlap between what I would call nation-state activity and private criminal activity in terms of the theft of intellectual property. In some cases, it is intellectual property that is very clearly associated with national security, as the plans for the Joint Strike Fighter. In other cases, it is intellectual property that may, in fact, be stolen for economic purposes, whether it is for a nation-state or for an individual private entity.

Because what we see here clearly is that the line between nation-state and criminal activity is not a clear dividing line. There is overlap. [REDACT] But at least some of that apparent criminal activity is, in fact, guided by nation-states.

So, in terms of the problem you pointed out about the access to knowing whether or not there has been a breach, that is a serious problem. Part of our desire with the \$202 million is to erect a system that would allow us better to know what might be happening within the Federal Government networks so that we can deal with that.

The private sector is, in fact, a different problem. They in some cases come to us and tell us; in other cases, we don't know. And we literally don't know what we don't know in this particular area. We do believe that the legislative proposal for information-sharing that the Senate and the House are both working on represents an opportunity to have that kind of information-sharing without holding the firms up to possible liability. It represents an opportunity to try to close the information gap. But that is going to be one of the major things that we are going to be working on.

Greg, do you want to add anything to that?

Mr. ADERHOLT. Time is up right now. Maybe we can come back to that.

Mr. BEERS. Okay.

Mr. PRICE. Mr. Chairman, this is an informal briefing. And I really think if we could cut him a little slack and get a little fuller account here of the answer to a multifaceted question, that would be good.

Mr. ADERHOLT. Greg? Or Mr. Frelinghuysen?

Mr. FRELINGHUYSEN. Well, you are the chairman.

Mr. ADERHOLT. Well, the only reason I am doing that is I know we have a call for votes and I know some people won't be coming back, and that is why I was—but if Mr. Frelinghuysen—is fine, then, yeah, go ahead.

Mr. SCHAFFER. Yes, sir. Thank you.

The only additions I would layer on is that what we are seeing from a trend perspective is a focus on aggregators. So where you saw—

Mr. DICKS. What is an aggregator?

Mr. SCHAFFER. An aggregator is an entity that has access to the data of many different individuals as opposed to the endpoints, which is what we would have seen in the past.

So if there are attacks to get identities stolen from individuals, we are now seeing a trend to go after people who have lots of accounts, so data warehouses where accounts are stored or a place like [REDACT] which is a company that provides the security certificates. It is like what is stored on your PIV card. It is the data that is used to decide whether or not you are allowed into a certain Web site. If you can steal all of the information that allows you to use everybody's card as opposed to trying to steal an individual card, you are in a much better position to take advantage across a wide array of individuals.

The hack into RSA was similarly an attack against an aggregator. It was someone that provided security for many, many companies in many different sectors, and it could potentially facilitate attacks not just against one entity but against many entities.

That trend is troubling because it means that the sophistication of the threat actors is increasing and their interest in being able to broadly get at many in government, industry, and the financial assets spaces is growing. And so that trend is certainly something that we see quite a bit.

In terms of the private-sector engagement with us, I think it has improved dramatically over the last several years, but we still have significant progress to make. Those who are engaged with us are very engaged, but it is a percentage of the larger population.

So we have many actors who are very much involved with us. We are growing the number of players who are even putting resources on the National Cybersecurity and Communications Integration watch floor. But that is not all of critical infrastructure; that is a subset of players who are interested in participating. And if we are really going to secure the entirety of critical infrastructure, we need to have all of the players participating and playing a significant role.

CYBERSECURITY: DHS COLLABORATION

Mr. ADERHOTT. Mr. Frelinghuysen.

Mr. FRELINGHUYSEN. Mr. Beers, you have had a pretty amazing career since you graduated from Dartmouth: a Marine and Foreign Service, served several Presidents.

I am not quite sure where you fit in the overall scheme of things. Do you report to Napolitano? I am a little bit concerned. I see a lot of acronyms here. I see references to, you know, Department of Defense. I don't see any reference—I don't know where you fit under the—are you under the DNI? Is there any relationship?

I am a little bit confused as to where you—I know you are doing good work, but, briefly, where do you fit in the overall scheme of things here? We have a lot of people doing a lot of great things here, but I am not quite sure where you fit in.

Mr. BEERS. Sir, as an Under Secretary in the Department of Homeland Security, I report directly to the Secretary of Homeland Security. We have, obviously, cooperative relationships with other parts and pieces of the U.S. Government and we have outreach to the private sector, but I work for Secretary Napolitano.

Mr. FRELINGHUYSEN. So how do we get any assurances that what you are doing isn't potentially being done by somebody else?

Mr. BEERS. That is why we have the relationships with other parts and pieces of the U.S. Government. For example, we have a relationship with the National Security Agency, where we have people who are actually resident in Fort Meade and they have people who are resident in our cybersecurity function within DHS, within NPPD, people who are on the watch floor or are adjacent to the watch floor.

So we have knit both with people and with systems the ability to exchange information on a realtime basis. We are definitely moving to ensure that our effort and the efforts of our partners at NSA are in sync with one another. We have a memorandum of understanding with them.

Mr. FRELINGHUYSEN. Mr. Dicks and I serve on Defense. We also serve on Intel. And I must say, there is nothing wrong with redundancy, but it is a little unclear as to exactly who is doing what.

Just in the issue of cybersecurity, do you have a piece of that action? I mean, I——

Mr. BEERS. Sir, we are——

Mr. FRELINGHUYSEN. I read in the newspaper the other day, you know, that General Alexander was sort of upbraided, you know, on some issues that he—some comments he made before some sort of a group, that the Department of Justice sort of weighed in and suggested that perhaps, you know, he couldn't make such statements.

Are you guided by all sorts of Presidential directives and authorities that limit your ability to operate in certain areas and then those other areas and targets are turned over to other agencies? Or how would you clarify exactly where you are in the overall cyber mission?

Mr. BEERS. All right. So the dividing line between ourselves and NSA with respect to the Federal Government is that the National Security Agency is responsible for protecting what we refer to as the dot-mil domain——

Mr. FRELINGHUYSEN. Yeah.

Mr. BEERS [continuing]. And we are responsible for what is described as the dot-gov domain, which is the Federal civilian part of our government.

CHEMICAL FACILITY ANTI-TERRORISM STANDARDS (CFATS): TIERING ISSUES

Mr. FRELINGHUYSEN. Yeah, I ask that respectfully. I will give you an example. I will ask you a question. We had Steve Chu in the other day. We had Tom D'Agostino, who heads up NNSA and has responsibility for a whole slew of national laboratories, some dealing with nuclear issues and some dealing with, shall we say, traditional R&D.

Do you grade those laboratories in the Department of Energy as to what the hell they are doing in terms of some of the issues that you have within your portfolio?

Mr. BEERS. The short answer to that is "yes." What we do with respect to our responsibilities under the Federal Information Security Management Act is to look at each of the departments and agencies which are within the dot-gov domain——

Mr. FRELINGHUYSEN. Which would be the Department of Energy, for example.

Mr. BEERS. Which would include the Department of Energy.

Mr. FRELINGHUYSEN. Do they have a grade? Have you given them a grade?

Mr. BEERS. We have——

Mr. FRELINGHUYSEN. Are they Tier 1 or Tier 2? You referred to something. I would think they would be Tier 1 because——

Mr. BEERS. You mean in terms of priority?

Mr. FRELINGHUYSEN. Well, the nuclear stockpile is a priority.

Mr. BEERS. Yes. Well, as a priority——

Mr. FRELINGHUYSEN. Have they been graded by you?

Mr. BEERS. Yes, sir. I am looking at my chart here.

As with most of the Federal Government at this point in time, distinguishing between red, green, and yellow—that is the Federal Government——

Mr. ADERHOLT. Can we see a copy of the chart?

Mr. BEERS. Yes, sir.

[REDACT]

Mr. FRELINGHUYSEN. So the significance of the colors——

Mr. BEERS. Is a rough——

Mr. FRELINGHUYSEN. But just for our purposes, since I have about 1 second, are they in the good, the high—have they done a good job doing what they are doing for your purposes, or are they down in the “yet to be decided” category?

Mr. BEERS. Greg.

Mr. SCHAFFER. Yes, sir. There are a series of criteria that we use to judge——

Mr. FRELINGHUYSEN. So, to answer my question, where is the Department of Energy?

Mr. SCHAFFER. They are making progress——

Mr. FRELINGHUYSEN. I want you to tell me. I don't want to look at that list.

Mr. SCHAFFER. No, understood. They are making progress. Like all of the departments and agencies, there are certain things that they have not gotten to yet, and there are certain things that we are trying to help them to expedite.

That is a big part of what we are asking for with respect to the funding increase, so that we are in a better position to know what they truly have. Right now, what we can tell you is what they have reported to us. We would like to be in——

Mr. FRELINGHUYSEN. Well, I hope you have an audit of what they report to you.

Mr. SCHAFFER. Well, we would like to be in a position to have continuous monitoring, which is a visibility into their networks on a continuing basis. It would give us the ability to know what is happening on their networks and to adjust——

Mr. FRELINGHUYSEN. Are they Tier 1?

Mr. SCHAFFER. They are definitely at the top of——

Mr. FRELINGHUYSEN. Okay. So they will be one of the ones that are getting the constant scrutiny.

Mr. SCHAFFER. Yes, sir.

Mr. FRELINGHUYSEN. Okay. Thank you, Mr. Chairman.

Mr. ADERHOLT. Ms. Lowey.

Mrs. LOWEY. Thank you.

And, certainly, looking at your career, it gives me great confidence that perhaps we are a little safer than some of us think we are. And we thank you for your service.

Before I get to my question, I just want to make a point on the last question. I was pleased to see increased funding levels for cybersecurity in the fiscal year 2013 budget.

As we all know, there is a great deal of concern about Anonymous, the hacking collaborative that attacked the Tel Aviv Stock Exchange, threatened to launch a cyber attack on the New York Stock Exchange. As a New Yorker representing New York, we know that the Nation's economy depends on the health of our financial system and the free flow of credit and capital, and a successful cyber attack on America's financial systems could have devastating effects on our economy.

I will save those questions because you did quite a thorough job. And I have a feeling, Mr. Price, we are going to continue this discussion at some point.

But I have been concerned about the interoperability in the Office of Emergency Communications. The NPPD has jurisdiction over the Office of Emergency Communications, which I would like to say I helped to establish. And the fiscal year 2013 budget request includes \$38.7 million for the OEC, an 11 percent decrease from fiscal year 2012.

As you well know, OEC supports communications between emergency responders during manmade natural disasters. Quite frankly, the work of the OEC is too important to face such severe cuts, in my judgment. If you could, first of all, address the funding for this important program and how will the needs of emergency responders be met without the assistance of the OEC.

And, additionally, I was dismayed to learn that the administration's fiscal year 2012 budget requested the elimination of dedicated funding for this mission by merging the interoperability grant program into the State Homeland Security Program within FEMA, and this dedicated funding stream has been zeroed out.

Could you discuss with us, how would limited resources on the State and local level by reducing funding for the Interoperability Grant Program impact your ability to ensure that localities are building networks to the necessary technical specifications?

It seems to me, your work is absolutely critical. But we want to be sure that down on the local level, we have the resources to do the job. So if you can share with me your concerns or non-concerns and give me confidence that that cut isn't going to make a difference.

Mr. BEERS. Yes, ma'am. So the principal reason for the cut is that we have, in cooperation with you and as part of an ongoing program to be as efficient as possible, created or found some efficiencies in terms of our technical assistance contracting. And so some of this is simply a straight efficiency that we should do under any circumstances but particularly in this austere fiscal environment.

We also had a \$4.8 million—we had a—part of this reduction is based on a historical carryover from the preceding fiscal year that

we are using in this year's budget to make sure that we can effectively obligate the funds that you all have appropriated to us.

But the main point I want to make here is, we have found some efficiencies in the way we are doing our technical contracting, and that is really the basis for doing that. It is in no way an indication of a lack of commitment to the Office of Emergency Communications. In fact, as a result of the deliberations of the Congress in the creation of the broadband for public safety effort, we are going to have more work to do, and we are going to step up to do it, in combination with our National Communications System and our Office of Emergency Communications.

Mrs. LOWEY. I will save the other question because I know we are running out of time and my colleagues may want to ask some quick questions. Thank you.

Mr. ADERHOLT. Mr. Dent.

CFATS: PERSONNEL SURETY

Mr. DENT. Thanks, Mr. Chairman.

Secretary Beers, good to be with you this morning.

I want to kind of change subjects here to go to the personnel surety issue. This keeps coming up within the CFATS program, as you know—personnel surety. And this requires industry to submit names of folks who work with chemicals to DHS to make sure they are not on watchlists.

It is my understanding that a final rule or a policy is with the OMB. Industry experts on the ground who have committed time and money toward meeting CFATS deadlines continue to express to me concern over the path the Department is pursuing on this whole issue. Specifically, they are concerned that they will not be notified if a person is listed on the terrorist screening database. Additionally, some have suggested CFATS use TWIC cards. But instead, the administration is proposing to create an entirely new system that is going to cost a lot of money.

Secretary Beers, if industry submits a name to DHS and that name appears on the terrorist screening database, how are you going to notify them? Because, as I understand it, the draft policy is for DHS not to notify industry, which means that someone with intent to cause harm may be allowed to work in a chemical facility. So how would you notify them?

Mr. BEERS. So, as a general proposition, sir, the notification process here involves work that is being done by the Federal Bureau of Investigation, which has the responsibility for conducting investigations against terrorists, not DHS. And it is their view that, in order not to disrupt an investigation by notification outside the boundaries of the investigation, that information will be preserved by the FBI until it is appropriate to tell the firm.

This puts a great deal of responsibility on the Bureau. Let's be clear about that. But rather than giving up the investigation by the notification, they don't want to do that. In some cases, we will get to that point, and in some cases, there will be a notification. But that is the challenge or the problem in association with that.

On the TWIC card, sir, we want to use the TWIC card.

Mr. DENT. Well, that is good. That is encouraging.

Mr. BEERS. The issue here that we need to resolve is that the TWIC card was created for transportation workers, and not everybody who is within the boundaries of a chemical facility qualifies as a transportation worker. We are looking at a possibility—obviously, it will require a legislative process in order for the administration to make such a recommendation.

Mr. DENT. Well, I would love to work with you on the legislative side, because I think TWIC has been pretty effective.

Mr. BEERS. So do we.

Mr. DENT. And I think—

Mr. DICKS. Would the gentleman yield?

Mr. DENT. I would be happy to yield to my friend.

Mr. Dicks. Thank you.

We understand that the TWIC cards are not looked at. All they do is they show the TWIC card, it doesn't go into the machine, and you don't get a reading on the history of the people. So I think that is—I can't believe that. Why is that?

Mr. BEERS. Sir, it has—

Mr. DICKS. I mean, that is outrageous.

Mr. BEERS. Yes, sir. It has to do with the requirements for the capability of the card reader in an austere, particularly here, a maritime port environment, so the water, the saltwater, the corrosive effect of that. And we, quite frankly, have struggled with this issue.

Mr. DICKS. There is—

Mr. BEERS. You are right, it is disturbing.

There are obviously readers that are available, but the government has to certify a reader as being the appropriate reader. And that is the challenge that we are engaged with right now, sir.

This is not my area of responsibility, but I am aware and troubled, as you are.

Mr. DENT. If I could reclaim my time.

Mr. DICKS. Sure.

Mr. DENT. It just seems to me right now that industry is not going to be notified if somebody is working in a plant who has a problem. And it is on the FBI, you are right. And there are liability issues to the operator of that chemical plant. I just thought this TWIC personnel surety issue might help us get to a better place. And I would be happy to work with you on that point, because I think it is really very important that we give some guidance and some certainty to people who are trying to comply.

And with respect to CFATS, I know the chairman has already gone into some of those issues. But, you know, you have talked a little bit about that memo. And it is quite clear to me that, you know, we just haven't—I guess we have had over 4,000 of those site plans submitted, and none have been approved or reviewed, I guess.

When was that memo prepared? And to what extent were senior officials at NPPD aware of potential problems before you requested that memo?

Mr. BEERS. The two individuals who prepared the memo—David Wulf, who is here and is the Deputy Director of that office; and Penny Anderson, who is the Director—came onboard in July.

We had had several indications of problems within the program dealing with: an administrative issue about whether or not individuals were paid appropriate to the locality in which they were operating; a problem with the authorization of the site security plans; and then, finally, a problem with the tiering, where we had run programs and put companies in particular tiers when the data in the program was not the correct data to establish that.

And so, with those three issues, we knew that we needed a thorough look. We had already commissioned a review of administrative practices within the CFATS program as a result of the issue with respect to locality pay. That all came together in the report that they prepared, including the review that we had done with our Office of Compliance and Security to look at administrative practices.

So we knew that there were problems. This was a look that indicated that they were deeper than we had anticipated in the report but, fortunately, with a good plan of action to resolve them.

Mr. DENT. Well, I mean, I guess the issue—I mean, I keep hearing stories about inadequate training and inappropriate transitions for new hires, that people aren't capable of doing these types of assessments, and I am just—I think we all want CFATS to work, and there was a lot of talk around this building about using inherently safer technologies. I did not think anybody over there was able to deal with that issue, and that is not part of this process, but, you know, are we committed to CFATS, making this work, because I know a lot of people spent time and money to comply and submit their plans.

Mr. BEERS. Sir, NPPD and ISCD are fully committed to making this program work. We have made a lot of progress. We have a lot of challenges ahead, but we do not think they are insurmountable.

Mr. DENT. I would like to work with you on this TWIC issue at the proper time.

Mr. ADERHOLT. Mr. Dicks.

CYBERSECURITY: PRIVATE SECTOR COLLABORATION

Mr. DICKS. Again, our staff just says that this process on the TWIC reader has been going on for 5 years and that they have just finally figured this out. I would just tell you, there is technology out there, I know it for a fact, that can read these things in a port environment, and I am surprised that it has taken 5 years to get this done.

Now, tell me, you talked about the cybersecurity threat, and your responsibility for the rest of the government, and you have given us a chart here, but also you have responsibility for the private sector, and there is a lot of concern. Now, I understand that the administration is supporting the Lieberman legislation in the Senate. Can you tell us why, what additional things that legislation will give to you?

Mr. BEERS. There are two major things that I want to emphasize, and there are a lot of other parts, but the two major ones I think are germane to this conversation. The first one, which I had mentioned earlier, is the ability of the private sector to share information about breaches and other issues with the Federal Government in a way that it is both protected and they are given some liability

protection for providing that information, so that will reduce the number of unknown unknowns that we have to deal with right now.

Mr. DICKS. Is this voluntary?

Mr. BEERS. In terms of the provision of that information, there is an aspect of it that is required, and that is related to the second part that I want to mention, which is the requirement for a light form of regulation that is embedded in that bill. Basically what it means is that the Federal Government, working with industry, would identify those companies or networks which are critical to our cybersecurity. We and industry would then set up some standards against which to measure cybersecurity protections. Those companies would then put together security plans which would be looked at not by the Federal Government but by accredited auditors in the private sector who would make the judgment as to whether or not those plans are acceptable. We would have the opportunity to review them, but they would be the certifiers of those plans.

Mr. DICKS. Do those people exist today? Are they out there?

Mr. BEERS. There is a vibrant consulting industry out there, sir, that knows a whole lot about cybersecurity, and we certainly think that they will have a major role in this process. Then if there is a breach, those entities are required to report those breaches to us, so that—

Mr. DICKS. Required?

Mr. BEERS. Required to report those breaches.

Mr. DICKS. Because some people do not even know they have been breached.

Mr. BEERS. Well, that is part of what we would do in terms of the cybersecurity plans that would be developed, so that they would have a higher level of awareness of the breach. But I also have to be candid, sir, this is not something where you can say tomorrow when you turn a switch that you are going to have 100 percent awareness of things that are happening on your networks. That is part of the challenges that we all face and part of the effort that is involved in what we at US-CERT do and what we do in conjunction with our law enforcement partners, Secret Service and ICE, within DHS and FBI and with NSA.

Mr. DICKS. Well, what about utilities? That is the one that worries me a great deal, our electrical power utilities, if they get shut down that could cause a tremendous impact to our financial institutions. You know, a lot of people out there say, you know, we as an industry or as a group of companies, whatever, have to come up with a plan, and then that plan is reviewed and goes to FERC or whatever. How do you see that?

Mr. BEERS. [REDACT] The interdependency here is huge, so the financial sector depends upon electricity, electricity depends upon water, and so on. We have to deal with these things and be careful not to say this is the most important or that is the most important, but, yes, sir, electricity is a very serious problem, and we have seen some efforts on the part of adversaries to look at industrial control systems that are associated with the electrical sector. Our Industrial Control System Cyber Emergency Response Team is working with the private sector on these issues and looking a solutions that

will enhance this, but, quite frankly, the industrial control system set of controls were not envisioned originally as requiring the kind of security when they were built. They are systems which last for 20 or more years. The replacement of these or the patching of these is going to be a major issue that we are going to have to deal with.

Mr. DICKS. Thank you, Mr. Chairman.

Mr. ADERHOLT. What I would like to do is come back for another round after the vote, so we will suspend for a few minutes for votes, and we will be back in probably around about 30 minutes. Thank you.

[Recess.]

CYBERSECURITY: CONTINUOUS MONITORING PROGRAM

Mr. ADERHOLT. Okay, I think we are finished with votes for the day, believe it or not, so we may have some more Members that will be joining us here in a few minutes because the votes just ended 3 or 4 minutes ago. Let me turn to an issue that has already been asked about but from a little bit of a different angle.

I discussed in my opening statement, Secretary Beers, about the budget including an unprecedented \$202 million for the new cyber initiative to help reduce other departments and agencies' cyber risk levels. While I understand and support efforts that allow DHS to quickly address gaps in the government cyber posture, we do have grave concerns about the precedent that this would create. Over the last few weeks we have asked repeatedly how you will execute the program, but thus far no plan or schedule has been provided. In today's fiscal climate Congress cannot provide funds based on vague sentences, we need a plan that shows us how you are going to spend these funds and why these funds need to be in the overall budget, and not within the budgets of the departments that are at risk. Without this type of in-depth information, quite honestly this proposal appears to be a last minute idea that may look great on paper but could lack the rigor and proper structure to be successful.

Secretary Beers, what are your specific plans for executing the program and is this simply an attempt to move forward in lieu of the authorizers that you have previously requested but have not yet addressed by Congress?

Mr. BEERS. Sir, first of all, let me say yes, this was a late-developing effort on the part of the administration, and we certainly do owe you a plan for how it will be spent. I think we are pretty clear on why it needs to be spent and have talked today and yesterday about this. As you saw from the chart that we passed out earlier on in terms of the areas of concern in the departments and agencies, this particular chart and that scoring is self-reporting on the part of departments and agencies. We are in the process independent of a set of software and hardware to have real time continuous monitoring, requiring that this reporting be done on a more frequent than annual basis in order to get the clearest indication about how departments and agencies are addressing their own security within their own networks.

The basis here of this particular \$202 million program is to allow us to have fidelity in what departments and agencies are doing to protect their own cybersecurity and to have it in real time. This

gives us an opportunity to do two things. One, it gives us an opportunity to be able, as a general guidance matter, to direct them to deal with the priority issues that are embedded within that chart; and, in terms of incident response, it gives us a better ability to help them produce the kinds of mitigation measures that would be necessary in the event of a serious attack. How we execute that, as you say, is what we owe you.

Mr. ADERHOLT. Are there some other methods that you have considered that would achieve the goal of reducing our risk, and position DHS as the appropriate accountable cybersecurity manager for the civilian government, that do not require new programs?

Mr. BEERS. Sir, the legislative proposal that is before the Congress that we put forward and included in some of the bills that have been put forward give DHS, which is at this particular point one among equals in Cabinet, responsibility for supervising the activities of other departments and agencies within the U.S. Government. While there is a presidential directive that makes this our responsibility, this legislative proposal would make it stronger and give DHS much clearer authority to direct departments and agencies to take actions with respect to cybersecurity.

Mr. ADERHOLT. Okay, we may have some follow-up on that. Let me go ahead to Mr. Price.

Mr. PRICE. Well, let me follow up on the Chairman's line of questioning and just give you a chance to elaborate a bit. The Chairman said this is in some ways operating in lieu of a full authorization. That is true. I mean, the OMB has made a certain call here, and you are tasked with setting this up with DHS in the role that you have described.

There are alternative models. These funds could be appropriated directly to the agencies involved, presumably with less coordination, less oversight, less standardization perhaps. I do not know the full range of possibilities that you considered, but I understand here that we do not have clear authorizing language, and we are dealing in an area of high national priority. This is very important to get ahold of this and to improvise ways that give us the maximum ability to detect and to respond.

I understand that this \$202 million transfer is not a conventional proposal. I understand that there was a good deal of internal discussion before you put it forward, but I would like to take advantage of this hearing to have you flesh this out further in ways that would anticipate the fuller plan that the Chairman is asking for.

What does this case look like for proceeding in this fashion? You have talked about a three-legged stool in this cybersecurity area, the US-CERT operation, the successive Einstein plans, and now this. This is new capacity. This deals with intrusions in another dimension, so give us the rationale.

Mr. BEERS. All right, sir. Let me start and ask my colleague, Mr. Schaffer, to continue. The first thing I want to say is, as we have begun to articulate what this proposal entails, I want to make sure that you understand that we want to create a system that allows DHS, in its responsibilities for cybersecurity for the civilian side of the Federal Government, to, in fact, be able to execute on that, and being able to execute on that requires us to have continuous monitoring. So that is sort of the general proposition.

Now, let me analogize for a moment. As we have deployed Einstein 2 and as we envision employing Einstein 3, we have continuous monitoring on the incoming, on the threats. What we want, in parallel with that, is continuous monitoring on what departments and agencies are doing within their own networks so that we can match the ability to see the threats with the ability to see the vulnerabilities and to make judgments and provide guidance and direction, including the need to focus funding on a particular area of vulnerability in their budgets with their resources. This will give us that ability as we play this out. That is what we are trying to do. So it is not, it is not us spending money in their budgets. It is us having a system to monitor them. They get a benefit out of it, and there is no question about that. They will see their own systems better as well. But it is for us to manage the entire enterprise, not for any individual department and agency to have the ancillary benefit of having a better visibility into their own systems.

Greg, what would you add to that?

Mr. SCHAFFER. I think the Under Secretary has given you the flavor of where we are trying to go with this. Our responsibility is to do risk management across the Federal enterprise. Right now we have limited data with which to make good decisions about what we should be asking departments and agencies to prioritize. We have one piece of the puzzle, as the Under Secretary said. We, through the Einstein solution, can see what is being thrown at these departments and agencies. It is like having cameras on the outside of a physical facility, I can see what is coming to the fence line. What I have no idea about in the current arrangement is what is actually deployed within the fence line to deal with something if it gets inside, and the continuous monitoring piece really advances DHS's mission to understand what the risks and vulnerabilities are to the Federal enterprise and then to make recommendations or make requirements for Federal departments and agencies to augment what they are currently doing using their own budgets. So while this will help them to know their own networks better, its primary goal is to help us prioritize their activities, and so it really is in our mission space and advancing the responsibilities of DHS that this \$202 million is focused.

The challenge with respect to getting continuous monitoring deployed is that, as a technology, it is not like the Einstein solution. Intrusion detection sits on the outside of someone's network, all the traffic goes through it, and you can understand what is being focused on that entity from this piece that sits outside their domain. Continuous monitoring requires you to get information from each desktop computer, each server, each router. You need to actually have information flowing from many, many devices inside their network. You need to know how many devices they have, you need to know where these need to be deployed, and there is different types of technology that has to be there. So it needs to be a partnership between DHS and the departments and agencies in figuring out how to get this done in an effective way in order to advance DHS's mission. We will not be buying the solutions for them like antivirus, but we will know through this solution whether or

not they have antivirus deployed and turned on within their networks.

Mr. PRICE. Help us get our mind around what this is going to look like in practice. I understand the distinction you are making between the Einstein function and this internal function. What do these dollars buy? Explain this very concretely. What would you expect this operation to look like? Maybe take a given department and walk us through what kind of capacity they are going to have. To what extent is this a matter of new technology, to what extent is it a matter of new personnel, to what extent is it a matter of explicitly setting up a kind of interagency capacity to monitor and to advise and to oversee?

Mr. SCHAFER. Yes, sir. I suspect—although as the Under Secretary said, we are in the process of trying to define all of the details, and we are very anxious to work with you as we go through that process, but I think there is probably three pieces to this puzzle. The first piece is a contracting piece, which is we figure out the best suite of technologies that can be deployed to meet the needs of continuous monitoring, and start working with the providers of those capabilities to get some kind of contract together, as we do with our Information Systems Security Line of Business set where we put things on GSA contracts that departments and agencies can buy. So we will do that researching and start to figure out what the suite of solutions is.

Mr. BEERS. You used an acronym.

Mr. SCHAFER. And I would have defined it except I never remember what this one is. It is the information security line of business, but there is another S in there. I apologize. It is a program under FNS, Federal Network Security, that essentially selects security solutions for departments, and agencies' use. They put it on a GSA contract, and they get it into a position where people can buy off a schedule much more easily, knowing that the suite has been selected by DHS, vetted, and the contracts provide everything that they would need. So this would, I think, have a component that would be similar to that.

The second piece is working with the department and agency, like we are doing now. We are meeting with the Chief Information Security Officers, we are meeting with the Chief Security Officers, with the Chief Information Officers to figure out what the shape of their network is, what they have already deployed that can be used for continuous monitoring purposes, and like most departments and agencies, they will have different tool sets in different parts of their ecosystem. We will have to figure out which of these tools that we think will work fits in that environment, and then you would have to get a suite of solutions deployed, and then you have to build the connection between those solutions and what we will be building at DHS in order to accept that data and to use that data in an effective way in combination with the data that we get from the Einstein solution and the data that we generate from the private sector feeds that we have from the Multi-State Information Sharing and Analysis Center (MSISAC), from others, the goal being to get to a place where we will see the attacks coming in, we will know exactly which departments and agencies are vulnerable to those attacks, where on their network we need to apply our miti-

gation strategies and our incident response, and we will be able to do that in a much more efficient way. That is the incident response piece of the puzzle.

The other benefit that you get out of this is we will also be able to see what the vulnerability space looks like and work with them to prioritize what they need to do on their own network with their own spending in order to buy down risk, and right now we are, you know, we are doing that, but we are doing it without the benefit of actual visibility into their network.

In my experience, private sector, as a consultant at PriceWaterhouseCoopers, in my role as a Chief Information Security Officer, and in my role with DHS, most organizations know only about 70 percent of what their network is. They literally do not know the full shape and scope of their network. This helps them to understand that, and it helps us to then make good risk management recommendations or issue good risk management requirements so that they can get the risk down as quickly and effectively and efficiently as possible.

Mr. PRICE. Well, thank you. That is helpful. Mr. Chairman, I appreciate your line of questioning. I hope this complements it because it does seem to me that we are going to need to evaluate this as a DHS appropriation, and a rather unconventional one at that, but one that I am open minded about in terms of how best to get this kind of interagency function accomplished. It seems to me that if we were looking at simply doling out funds with even very detailed directives to individual agencies on how to deal with this, that would have its own set of problems. That would have its own sets of questions in terms of coordination and oversight and so forth. So that is helpful to me, anyway, and we are, of course, going to need for this to be elaborated and put in a form where we can assess it more fully, but thank you.

CHEMICAL FACILITY ANTI-TERRORISM STANDARDS (CFATS) PROGRAM CHALLENGES

Mr. ADERHOLT. Let me turn back to the CFATS issue again. Many of the problems identified in your internal memorandum on CFATS relate to challenges involved in the hiring and development of staff to implement the program, including how inspections are conducted and the lack of policies and procedures to guide staff efforts to do their job.

My question would be, do you agree with this assessment, and can you describe for us how those have been problem areas in the CFATS program?

Mr. BEERS. Yes, sir. Let me respond. The program was enacted 5 years ago roughly, and we have gone from zero, if you will, to where we are today through a lot of difficult and challenging efforts. First of all, who were we regulating, what were we regulating them about, which is what were the chemicals that we were concerned about, why were we concerned about them, what were the facilities that possessed these chemicals that we were concerned about, how much did they have, and what kind of security did they have around those?

We have gone from defining the problem to getting an inventory of those who appeared to fall within the boundaries of this concern.

We have refined our ability to know precisely that level of holding and our concern, we have had meetings and seminars and advisory efforts to build all of this to the point that they then began to produce their site security plans, and we began to receive them. As we began receiving them, we also discovered that we did not get as much information as we, in fact, needed and had to seek more information from all of them.

I am saying this in order to get to today because at each one of those steps we had to create the ability to execute either in the development of the tool and in the knowledge of the inspectors and the entire staff of ISCD of what it was we were trying to look at and measure, and that has been a growing process along the way.

So as we look at where we are today and we look at where we have to go and defining that in the most graphic sense is we need to be authorizing the site security plans, we need to be looking at the site to make sure that the plan matches the physical layout and procedures at that particular site. We then need to approve those plans where they are appropriate to be approved, and we need to come back around and do compliance inspections. We have not done compliance inspections, and we need to build a workforce that understands how to do that.

We have begun the process of doing the authorization inspections. They are really in a nascent stage themselves, so when Penny Anderson and David Wulf laid out this effort, what they are trying to do is to say we need to have a workforce that, in fact, knows how to do what it is we have to do, and they are in the process of defining that. So there is right now a working group that is going on that is supposed to be finished by the end of this month with the appropriate requirements that we will need to train our workforce against in order to accomplish the last two stages of this process. That is what we are committed to doing, and we are committed to turning out the workforce that can do that. They have been trained to do what they are supposed to do now. We need to train them to do what they need to do going forward as well, and that is what we are about right now.

Mr. ADERHOLT. Let me ask you about the programs and the staffing problems that were allowed to develop in the first place, just your thoughts and your observations on how it is that staffing problem was allowed to get started from the beginning?

Mr. BEERS. Sir, I think that the basis of the problem from the beginning was that the people who were responsible for this program in its initial phase did not clearly appreciate or articulate what it was that the program was supposed to do, and the most graphic example of that is in the initial stage of program development and in the initial stage of the training of the inspectors, there was a thought, presumption, notion that they might also have to be some kind of first responder in the case of a catastrophic event at one of the plants.

As we have worked our way through understanding what it is we need to be doing, that particular requirement turns out not to have been an appropriate requirement, and so we have stopped doing that, we have taken the equipment that we purchased in order to do that and transferred it to another part of NPPD, the Federal protective service, who in fact has some need of that equipment.

The training that was done in association with that is not entirely wasted training, but it would not have been—there was not—we would not do it now, let me put it that way. So I think it is the learning process that has occurred along the way of the development of this program from nothing to where we are today, and our clear understanding of the need now, with a more mature program, to ensure as we go forward that the requirements and the training requirements and the hiring and the matching of positions to qualified people is done more deliberately and with greater knowledge as we go forward.

Mr. ADERHOLT. Give us your thoughts on to what extent the staffing challenges and lack of program guidance has impeded progress implementing CFATS and the ammonium nitrate programs.

Mr. BEERS. With respect to the implementation of the CFATS program, I do not want to say that there has been no impact on the speed with which it was developed, but I think it is fair to say that all of the steps that we took had to be taken and all of the learning that we have done had to be learned in this process, and I think we have built a real foundation going forward. Almost all of the training that we have done up to this point in time has been necessary training, and the individuals who are trained against those requirements will continue to use that training in their jobs going forward. What we have to define is the additional training.

Can I ask David Wulf to comment further on that?

Mr. ADERHOLT. Please, yes.

Mr. BEERS. David.

Mr. WULF. Yes, sir. We are—as the inspector tools working group, which the Under Secretary referenced, completes its work, which we are anticipating to happen at the end of this month, we are going to roll that group's findings into the training we are going to hold—we are looking at a May/June time frame—for inspectors, after which we are going to roll into authorization inspections for the facilities whose SSPs we have authorized, and that number has gone up in the last 3 months from 10 to 55. Yeah, we are also moving forward in an effort to more closely align different parts of the organization. We are involved in a realignment right now, we are hoping to move through that process in the next couple of months as well, and looking also to fill many of our leadership positions. We find ourselves in a position in which all of our leadership positions except for mine and our director Penny Anderson's are filled by actors right now, so we are looking to get some permanent leadership in our branches and to sort of stabilize the organization in that way.

Mr. ADERHOLT. Let me go back just briefly before I turn it back over to Mr. Price. As far as the damage, just your assessment overall, just what do you think the damage has been because of the staffing challenges and the lack of program guidance?

Mr. BEERS. As I said, I do not think we can ignore the fact that we have suffered from not having figured out all these things in advance, but this process, as I have tried to indicate, was always going to take a certain amount of time to proceed through, and I am hard pressed to tell you that we lost a month here or lost a month there as we have moved through this process, but I certainly

cannot stand here and say we have not lost any time at all. I just do not have the ability at this point to do it. But the main thing is, all of these steps had to be taken, and they had to be taken in the order in which we took them in order to get to where we are today and in order to have the foundation to move forward.

CHEMICAL FACILITY ANTI-TERRORISM STANDARDS (CFATS) HIRING
INSPECTORS

Mr. ADERHOLT. A little bit earlier you mentioned building a workforce. Do you mean hiring more inspectors?

Mr. BEERS. We have additional vacancies for inspectors within the chemical facilities program, we have a plan for some inspectors with the ammonium nitrate program whom we have not hired yet because we are not in a position to hire against that requirement until we get the final rule. We do not want to repeat the problems that were manifested in this report with respect to the hiring of those inspectors until we have defined precisely what this program is going to look like. The ammonium nitrate notice of proposed rulemaking has gone out. We have closed the comment period in December, we have a hundred or a hundred-plus formal requirements that we are in the process of adjudicating as well as meetings and discussions more generally with people in order to proceed forward to the final rule, but as I am saying, what we do not want to do is begin hiring inspectors until we know what we are hiring against and we know what we need to train them in order to do.

Mr. ADERHOLT. So how many do you expect to hire?

Mr. BEERS. What is the number, David?

Mr. WULF. For ammonium nitrate we have slated 19, 19 additional.

Mr. ADERHOLT. What about total?

Mr. WULF. I think total it is a little tough to project. I think we are going to learn a lot as we get into a more regular cycle of authorization inspections and as we get down the road and see what it looks like, you know, with 4,000-plus facilities hopefully with approved site security plans, we will be in a regular cycle of actual compliance inspections, doing authorization inspections for new facilities that come into play, and working through the universe of ammonium nitrate, I think it is going to—our understanding of what the full resource requirement will be on the inspector side will be evolving.

Mr. ADERHOLT. I have been too long. Mr. Price.

CYBERSECURITY: DEPLOYING EINSTEIN 2 AND 3

Mr. PRICE. Thank you, Mr. Chairman. I just have one quite focused set of concluding questions. Back to the three-legged stool with respect to cybersecurity and the Einstein capacity. You have referred to this in passing. I just want to make sure we are clear on how that is unfolding and what kind of timeline you are working with here. The Einstein 2 intrusion detection capability, as I understand, is now deployed at 17 of 19 departments and agencies. The remaining two are USDA and Justice.

Mr. BEERS. No, HHS and Justice.

Mr. PRICE. I am sorry, all right, HHS and Justice. I understand there are privacy and legal challenges. I just wonder what it is

going to take to surmount those and what kind of time frame you are anticipating for having 19 out of 19 covered. And then Einstein 3, which is, of course, the intrusion prevention capability, we are now being told the timeline on that is probably 2018. That seems like a long time. Why will it take this long? What vulnerabilities are going to be there until Einstein 3 is fully deployed, and how can those be mitigated in the meantime?

Mr. BEERS. So with respect to the Einstein 2, we just signed a memorandum of agreement with the Department of Justice which I think will mean that this program can move forward. We are working with HHS on their particular problems. The first had to do with Justice particularities, and the HHS has to do with privacy concerns. So we are heavily committed up to and including the Secretary of Homeland Security pushing these departments and agencies to get to a "yes" arrangement with respect to that.

[REDACT]

But let me turn to Greg to go into some more detail on either of those, but in particular on the last point.

Mr. SCHAFER. Yes, sir, thank you. As the Under Secretary mentioned, I do think that we have made significant progress with respect to Einstein 2. The only remaining department or agency that we haven't finalized with is the HHS folks, and they have a very specific legal issue that they believe may require a statutory fix, and so what we have talked to them about, although we haven't finalized with them, is trying to move forward in other parts of their network, putting to the side the piece that they have this very specific statutory issue with.

With respect to Einstein 3, as the Under Secretary mentioned, the program plan calls for the deployment of, initial deployment of government-furnished equipment for the initial sensor capability. Those sensors get deployed into what we call nests. They are aggregation points within the network that are built to separate the government traffic from the rest of the traffic that an Internet service provider has because unlike Einstein 2, which is deployed at the boundary between the department or agency's network and the Internet, the deployments for Einstein 3 are actually deployed in the Internet service provider's network itself. So they still need to only apply these to the government traffic, and therefore they need to separate the government traffic from the rest of the traffic. So we have already let those contracts to build the nests for the first, I believe, four of the deployments. That is the first piece of the puzzle. Then we would deploy in the plan the government equipment which comes, as the Under Secretary said, from NSA, but the ultimate goal is to allow the ISPs to tell us how best to achieve complete coverage within their networks of government traffic, and they may be able to do that more efficiently and effectively. Indeed, we think they will be able to, as do our partners at NSA, and so the goal is to shift to a managed security service in 2013. We would be both deploying the government equipment and maintaining four of the five ultimate deployments of government equipment while developing with the Internet service providers the managed security service solution.

Mr. PRICE. All right, so is—

Mr. BEERS. Which should allow us to have more coverage quicker.

Mr. PRICE. Well, that is my question. To what extent is this third phase also going to be a matter of rolling deployments over several years or to what extent are you talking about developmental work that is really going to have to play out before any system is deployed?

Mr. SCHAFFER. [REDACT] providers will, knowing their networks better than we do, have a more efficient way to get this done and may, in fact, be able to do it more quickly than we could do it by deploying our equipment into their networks. I cannot give you a sense of how much faster that would be because we haven't gotten to that point yet, but we are confident that the Internet service providers will be able to give us a good sense of what that schedule and timeline would be, and then we will have to make a decision as to whether we, in fact, do fully shift or there is some combination of government equipment and managed security services.

I will point out that not all of the Internet service providers have the same level of capability with respect to this kind of solution, and so we just need to do that research in order to get to clarity.

Mr. BEERS. The RFPs and the RFIs that we have out now.

Mr. SCHAFFER. [REDACT]

Mr. BEERS. But our general presumption here, and this is not us alone, this is us in conjunction with NSA, is we have collectively come to the conclusion that we are ultimately going to have to be in a managed security service environment, that the expansion of traffic is so huge and so growing that we do not have a government solution. We do not have a government solution as it exists today that is going to solve this problem down the road. So we have to get to a managed security service solution, and the people who know the most, as Greg said, about their networks are the telecoms, and they spend \$6 trillion on their networks. That is a lot more money than we can ever bring to bear on this. And why do they do that? Because that is their business model. Their business model is to move the traffic.

Mr. SCHAFFER. [REDACT]

Mr. PRICE. Thank you, Mr. Chairman.

GREG SCHAFFER'S DEPARTURE AND STATE OF CYBERSECURITY

Mr. ADERHOLT. Thank you. Before we end today, I would like to recognize Greg Schaffer, who of course has been speaking, but of course he currently serves as the Assistant Secretary for Cyber Security, and we understand you are going to be leaving tomorrow?

Mr. SCHAFFER. Yes, sir.

Mr. ADERHOLT. We will miss your candid views on cybersecurity, telling us where we are, where we need to go, and we do thank you for your service, and we are going to be entering something in the record for your service, but before you leave, is there any comment or anything you want to make as far as your views on cyber that you would like to leave with us?

Mr. SCHAFFER. Thank you, sir. I really do appreciate that. What I would say is, I have been in this space for the better part of 15 years, I have done it as a prosecutor at the Department of Justice,

I have done it as a consultant working with some of the largest companies in the country, I have done it as a CISO and a Chief Security Officer and Chief Risk Officer, and then in this role. We have never been in as good a place as we are now in terms of the coordinated efforts across government to address these issues, and yet the problem is also getting more serious in that the attack space is enormous. We are attaching more to the Internet than we ever have before. The control system space in particular needs to be thought about.

We have made enormous progress in the last 3 years at DHS, just the size of the program, going from just over 100 people, 119 I think, when I first got here to close to 400. We will continue to grow. We have got a lot of momentum in the interagency, with the law enforcement community working hand in hand with DHS and with the intelligence community. The relationship between NSA and DHS, while there are always these moments that I am sure you hear about, it is far better than it has ever been before, and we are working closely on a whole range of things. When incidents happen, the capability to bring a whole of government approach is by far the best I have seen in any circumstance in the past because you have got someone that can focus on mitigation and addressing the challenges for the whole community when something new is discovered in DHS, you have got a law enforcement community that can go chase the threat actors in a very serious way, and the resources at the FBI and the Secret Service and other investigative agencies, and you have got NSA and the intelligence community and all of the history and background of technical capability backing up the resources in both the law enforcement community and mitigation community. That is the way this should work, and we need to invest in that tripartite approach, and we need to bring the private sector as much as possible into that as is being done at the NCIC through the efforts of the whole community.

So I think we are in a good place, but this is a moment where if we do not get this legislation or some legislation, you know, we have pushed this rock to the top of the hill. We have been talking about doing something more serious on cyber as long as I have been in this space, and you all have done the work with these hearings and with the very serious focus over the course of the last 3 years. If we do not push this rock over the top of this hill, it is going to roll back and crush us all, and I really mean that. We are on the cusp of really addressing this problem in a serious way, and the problem is on the cusp of really causing us enormous societal problems, and we have just got to decide, are we pushing this rock over the hill or are we letting it go? And I hope that we are pushing it over the hill.

Mr. ADERHOLT. We wish you the best. Thank you for those comments.

And at this time the hearing will be adjourned.

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE Robert Aderholt

**Under Secretary Rand Beers
National Protection and Programs Directorate (NPPD)**

Committee on Appropriations
Subcommittee on Homeland Security
FY 2013 Budget Request – NPPD
March 1, 2012

Chemical Facility Anti-Terrorism Standards (CFATS): Internal Memorandum

Question: How can we have confidence that resources are being used effectively for the program and that measurable improvement will occur if there is no prioritization or timeline for the 91 separate actions?

ANSWER: While the action plan does not formally prioritize the action items, each item has milestones and a target completion date that are based on Director Anderson's direction and on the top three priorities and top three challenges identified in the internal memorandum.

Progress on the Infrastructure Security Compliance Division (ISCD) action plan is being documented and managed by a designated action plan administrator in a master project plan. This role previously was held by the Acting Chief of Staff. The action plan administrator receives weekly updates on each item from the coordinators. The action plan progress and highlights are briefed weekly to ISCD, the Office of Infrastructure Protection, and National Protection and Programs Directorate (NPPD) leadership.

Question: When can you provide the Committee an action plan that is prioritized and includes milestones and timelines?

ANSWER: The Department of Homeland Security's Office of Legislative Affairs submitted this action plan to the staff for both the House and Senate Appropriations Committees on April 25, 2012.

Question: What barriers do you see in overcoming some of the challenges discussed in the memorandum?

ANSWER: ISCD must determine how best to allocate resources to maintain forward momentum with regard to the program and action plan.

Question: What can your management team do to help CFATS overcome those challenges AND what actions can this Subcommittee and ultimately the Congress take to help NPPD and CFATS improve?

ANSWER: NPPD management can continue to support ISCD through routine meetings with division leadership, continuing to utilize the open door policy across the Directorate, and promoting an environment where challenges are addressed and course corrections are implemented.

Congress can support best the Department of Homeland Security's (DHS) efforts to overcome those challenges facing ISCD by establishing a permanent authority for the Chemical Facility Anti-Terrorism Standards (CFATS) program in Federal law and by continuing to fund CFATS at appropriate levels consistent with the President's annual budget requests.

Question: How can we be assured that this type of mismanagement and dysfunction is isolated in the CFATS program and not a systemic issue for your organization?

ANSWER: As NPPD has become increasingly operational and seen significant growth in mission, personnel, and facilities, it has implemented a number of processes, standard operating procedures, and internal controls to ensure strong management and business support across the Directorate. Since the stand-up of CFATS, NPPD has been delegated authority for human capital, taken a much stronger oversight role in facilities and fleet management, and instituted financial controls that have helped to mature the Directorate's business support capabilities. Many of the challenges related to the CFATS program were due to the rapid nature of the stand-up of CFATS.

Cybersecurity Initiative

Question: What are your specific plans for executing the program—and is this simply an attempt to move forward in lieu of the authorities that you have previously requested, but have not yet been addressed by Congress?

ANSWER: Continuous diagnostics will provide the National Cyber Security Division with diagnostic capabilities to alert Federal agencies about the most substantial risks inside their networks and will prioritize these threats for mitigation. The sequencing of capability deployments to Federal agencies will include agency-by-agency tool suite selection, and adaptation and implementation plans. The projects will include:

- A Federal Enterprise-wide dashboard purchase with daily updates of agencies' progress and their risks displayed in a prioritized manner
- Diagnostic sensors in Federal agencies with data feeds to the dashboard which focus on Federal priority areas
- Diagnostics tools and integration for daily threat and impact on .gov
- A DHS security data warehouse structure, reports, integration with CyberScope

The National Cyber Security Division will obligate the funds pursuant to the following plan summary:

Start Preparations	Q3 FY12
Consensus on continuous authorization, plus federal scoring & grading	Q4 FY12
NSA continuous monitoring maturity metrics for federal-wide reporting	Q4 FY12
Initiate earned value progress measurement and with ongoing monthly updates	Q4 FY12
Award procurements for Phase 0 early planning with options in FY2013 Phases I - III	Q4 FY12
Complete D/A level tool suite selection, adaptation and implementation plans	Q1 FY13
COTS Dashboard (high level) Operational	Q2 FY13
Custom Dashboard augmentation (detail level diagnostics) Operational	Q4 FY13
DHS and D/As achieve NSA maturity level 2 "foundation in place" for in-scope areas	Q4 FY13
• Basic sensors in place and being used for parts of the covered networks	
Begin cutover to Continuous Authorization	Q1 FY14
• Phased in order to free funds now spent on traditional C&A for additional continuous authorization	
DHS and D/As achieve NSA maturity level 3 (of 4) for in-scope areas	Q4 FY14
• Notional 90% risk reduction	
• Capability to respond faster (notional 93% patching of critical patches in one month)	

This activity is in alignment with current DHS authorities and responsibilities. In 2010, the Office of Management and Budget (OMB) delegated responsibility to DHS for "overseeing and assisting government-wide and agency-specific efforts to provide adequate, risk-based and cost-effective cybersecurity" (OMB M-10-28). DHS will act centrally to implement OMB-10-28 by providing oversight and assisting agency-specific efforts. DHS will:

- Buy a set of cyber defense capabilities to protect .gov from "escalating and rapidly evolving threats"
- Provide diagnoses to display and prioritize each agency's worst problems
- Use internationally recognized best practices for optimal results
- Assure analytical synthesis and integration of information on patterns of EINSTEIN threats, United States Computer Emergency Readiness Team (US-CERT) incident reports, and Federal continuous diagnostics on specific systemic risks across .gov
- Leverage Federal buying power to lower cyber costs for Departments
- Open contracts so that State and local governments can directly benefit from Federal best practice engineering and analysis of threats

Beginning in FY 2013, DHS will start the 60-80 billion vulnerability and configuration setting checks needed every 1-3 days across Federal Executive Branch civilian agencies. The Department will warn agencies which vulnerabilities and weaknesses could shut down network operations if critical patches and repairs are not completed. DHS will "white-list" safe software, similar to what the Australian government did, preventing malware from being installed. This capability will significantly enhance the defense-in-depth strategy envisioned by Presidents Bush and Obama under the Comprehensive National Cybersecurity Initiative (CNCI). The Department's currently deployed EINSTEIN 2 system, which detects malicious traffic as it

enters or exits Federal agencies' networks, enables US-CERT to monitor, analyze, and warn agencies about malicious traffic and the vulnerabilities it is exploiting. The continuous diagnostics capability will enable DHS to monitor, analyze, and warn agencies about exploitable vulnerabilities before adversaries take advantage of them. It also will further build out the attributes that the Government Accountability Office previously has recommended to DHS for diagnostics and warning, as shown below:

- Establish a baseline understanding of network assets
- Assess risks to network assets
- Obtain internal information on network operations via technical tools and user reports
- Develop notifications that are targeted and actionable
- Provide notifications in a timely manner
- Distribute notifications using appropriate communications methods

Each Federal agency will remain responsible for fixing its worst problems first based on the diagnosis, prioritization, and display provided by DHS.

Question: As I noted earlier, we do have concerns with how the program is structured – notwithstanding our guidelines and using various transfers to other agencies instead of the agencies requesting the funds within their own budgets. Are there other methods that you have considered that achieve the goal of reducing our risk, position DHS as the appropriate, accountable cybersecurity manager for the civilian government, but do not require a “new” program?

ANSWER: Following discussions with staff from the House and Senate Appropriations Committees, the Department did consider other methods for achieving our mutually shared goal of reducing risk. DHS's revised plan no longer requires the transfer of funds to other agencies. Instead, and to ensure that DHS is capable of fully executing its current authorities and responsibilities to monitor, analyze, and warn agencies of cybersecurity risks, the Department will procure the resources to diagnose, prioritize, provide warning, and continue moving the Federal Enterprise towards “preventive defense.” In FY 2013, DHS diagnostic capabilities will alert each agency of where its worst risks are and which to address first across the following:

- Patching critical vulnerabilities
- Fixing weakest configuration settings
- “White-listing” strategy for safe software, only allowing good software to run
- Finding and tagging harmful hardware for removal
- Boundary defense threats to network control

One key component of DHS's capability will be a Federal Cyber Dashboard, which provides the Department with situational awareness of the Federal Enterprise's cybersecurity posture along with the ability to display diagnoses and deliver agency-specific information to each agency. Specifically, the dashboard will provide a daily prioritized ranking of cyber deficiencies guiding optimal agency risk-based decisions. Diagnostic data on a dashboard will show specific devices and applications and combinations of problems that could cause loss of control over entire networks. A dashboard, applied uniformly to cover all Federal agencies, will measure progress,

detail readiness, and feed CyberScope, which is used for generating quarterly Federal Information Security Management Act (FISMA) results as well as for preparing the annual FISMA report to Congress.

A uniform and interoperable approach to continuous diagnostics is critical if the Federal Government is going to truly understand government-wide and agency-specific cybersecurity posture. Funding the development of this capability through each agency risks the Government's ability to achieve this uniformity and interoperability. In addition, it may risk the timeliness of capability deployment and the ability of the Federal Government to obtain the most benefit for taxpayer dollars through bulk purchases, which will enable discounted purchasing.

Question: Wouldn't direction in other agencies budgets to consult with DHS provide a workable construct and one that would endure beyond this budget year?

ANSWER: As noted in the answer above, a uniform and interoperable approach to continuous diagnostics across the Federal Government is critical. The difficulty with consultation is that it leaves too much discretion in the equation, which may delay or preclude the deployment of an interoperable system that enables DHS to execute fully its roles and responsibilities and empowers agencies to identify and fix their worst problems more quickly. Also, because of the multiple purchases, the Government is less likely to obtain the largest possible discounts, which are always important and no less so as the Administration and Congress maintain important government mission activities while trying to obtain cost savings wherever possible.

CFATS Management Issues

Question: Many of the problems identified in your internal memorandum on CFATS relate to challenges involved in hiring and developing staff to implement the program, including how inspections are conducted and the lack of policies and procedures to guide staff efforts to do their jobs. Do you agree with this assessment—and can you describe for us how those have been problem areas in the CFATS program?

ANSWER: Due to the rapid growth of the program, ISCD has faced a number of challenges. This being said, challenges identified within the internal DHS memo currently are being addressed through the ISCD Action Plan. Some examples of the steps taken to address these challenges include:

Hiring of staff: ISCD's Director and Deputy Director are leading an internal analysis to determine the proper staffing needs of the Division and to ensure that the CFATS workforce is qualified to meet those needs. While hiring actions will not be taken until confirmed needs are identified, the skills required to fill those needs are defined, and a plan is in place to integrate the selected employees. ISCD currently has 49 vacant positions and is working to fill those in the near future.

Training of staff: ISCD is conducting a comprehensive review of the curriculum from the training courses that ISCD previously provided to its inspectors. This redesign will result in a more focused and streamlined inspector training curriculum and includes the elimination of any courses and material that ISCD determines are no longer necessary and the development of

additional, relevant curricula. The goal is to provide the ISCD inspector cadre with a comprehensive training program that will inform how they conduct their duties.

How inspections are to be conducted: ISCD stood up a working group in September 2011 to review the current processes, procedures, and equipment utilized by the inspector cadre and to update or develop additional materials and tools to further assist the inspector cadre in performing future authorization inspections as well as compliance inspections, which occur after approval of Site Security Plans (SSP) or Alternate Security Programs. ISCD plans to finalize updates to the inspection procedures and to provide additional training to the inspector cadre later in FY 2012.

Question: Why and how were such serious staffing problems allowed to develop in the first place?

ANSWER: Like any new and complex regulatory program, the CFATS program has faced a number of unexpected challenges during its implementation. Examples include making course corrections as the program has matured with regard to the roles and responsibilities of the chemical security inspector cadre, matching goals and managing to available resources, and applying lessons learned to the processes put in place to date. Many of the staffing issues are due to the speed at which the program was developed and the rapid growth of ISCD.

Question: To what extent have staffing challenges and lack of program guidance impeded progress implementing the CFATS and Ammonium Nitrate programs?

ANSWER: Staffing issues and lack of program guidance in certain matters have had some impact on past SSP reviews. ISCD has established an interim SSP review process that includes the development, refinement, and training in definitions and review procedures; a multi-layered review approach that still allows for expeditious review and that ensures consistency in application of standards; and a quality assurance procedure for reviewing and reporting on the effectiveness, efficiency, and consistency of reviews. ISCD is in the process of further refining a long-term review process and will incorporate lessons learned from the interim review process.

Additionally, ISCD stood up a working group in September 2011 to review the current processes, procedures, and equipment used by ISCD's inspectors and to update/develop additional materials and tools for the inspectors to accomplish all types of CFATS inspections, including authorization inspections that occur before approval of an SSP. Based on the work of this group, ISCD plans to finalize updates to the internal inspection procedures later in FY 2012.

The Ammonium Nitrate Security Program has not been affected by these staffing challenges or by program guidance issues.

Question: The internal memo cites examples of potential waste, fraud, and abuse associated with the use of travel cards and procurements needed to carry out inspection responsibilities under the CFATS program. What is NPPD doing to investigate these issues?

ANSWER: The internal memo cites examples where the absence of effective policies and

procedures on certain issues could create an environment where fraud, waste, and abuse could occur. However, no examples of fraud, waste, and abuse have been identified.

Todd Keil, then Assistant Secretary for Infrastructure Protection, established the ISCD Task Force in September 2010, and directed the task force to review practices and policies related to the salaries and benefits of ISCD's chemical inspectors, procurement protocols, fleet management, and acquisition of equipment.

This task force identified potential issues with ISCD's resource management and internal management controls and processes. Recognizing that the Office of Infrastructure Protection (IP) did not have the expertise to perform the level of management review necessary to fully examine these issues, IP initiated discussion with NPPD Office of the Under Secretary to request assistance in December 2010. Further discussions with NPPD leadership resulted in the decision to have NPPD's Office of Compliance and Security (OCS) coordinate an inspection of ISCD. OCS conducted the inspection between April and October 2011. Additional staff arrived in OCS in September 2011, but the Director was well established by that time. Some follow-on discussions regarding the inspection occurred between OCS and ISCD in December 2011. There has been no further OCS coordinated inspection activity since that time.

NPPD believes that ISCD's proactive approach to identifying, mitigating, and resolving these programmatic and management issues does not require additional investigation at this time. ISCD has provided NPPD leadership with an Action Plan that currently identifies over 90 issues, including action items from the OCS inspection, and additional action items identified by ISCD leadership. ISCD is providing routine updates to NPPD leadership on the status of the action plan.

Question: Why didn't you immediately engage the DHS Office of the Inspector General or any other investigative body to examine these concerns—or any other issues associated with the ISCD memorandum?

ANSWER: OSC conducted the inspection at the request of the Office of the Under Secretary and IP. The inspection assessed the following functional areas within ISCD: Fleet Management; Purchase Card Administration; Travel Management; Property Management; Human Resources/Performance Management; and Facilities Planning.

OCS identified deficiencies in six areas, and made the following recommendations to IP:

Fleet Management

Institute and reemphasize existing procedures regarding accurate reporting, record storage, and reconciliation of vehicle mileage, maintenance, and usage.

Purchase Card

Require the use of a Standard Purchase Request Form
Require approvals and records of receipt for all purchases
Provide refresher training to cardholders, approvers, and managers

Travel Management

Conduct refresher travel card training for all personnel
Develop internal SOP on expense reimbursement

Property Management

Establish a Board of Survey
Require delinquent regions to complete survey
Leverage the FPS uniform contract

Human Resources

Establish tracking mechanism for Performance Work Plans
Hold supervisors and managers accountable for noncompliance with performance management standards
Develop human capital strategic plan

Facility Planning

Engage in comprehensive space and need planning with Budget and Finance Administration, Office of Resource Administration, and IP and ISCD leadership

CFATS Tiered Issues

Question: The Subcommittee has heard that one of the reasons NPPD officials began reviewing the CFATS programs was that DHS discovered flaws in its methodology for assigning risk levels to chemical facilities. This is important, as facilities are placed in specific tiers based on the potential consequences to human life and health if they were attacked. And as a result of the flaws, some facilities were misclassified. Is this true?

ANSWER: In 2010, the use of certain incorrect data in one computer program that helps DHS to identify and tier high-risk chemical facilities resulted in certain facilities potentially receiving risk-based tier assignments higher than they otherwise might. DHS immediately corrected the data error when the problem was discovered in mid-2010. In mid-2011, DHS decided to review all 501 final high-risk tiering decisions potentially affected by that computer data error. Of the 501 facilities, 35 facilities already had been determined to no longer be high-risk prior to the re-evaluation process, for reasons unrelated to the tiering issue. Upon further review of the remaining 466 facilities, DHS determined that 99 facilities were no longer considered high-risk; 148 facilities' overall tier levels should be lowered; 178 facilities should retain their facility tier levels, although other aspects of their final tier determinations should be revised; and that 41 facilities' final tier levels were pending DHS review of the facilities' Security Vulnerability Assessments or requests for redetermination. DHS notified all of the potentially affected facilities of the results of this review in June 2011.

Question: Secretary Beers, please describe the process by which facilities are classified according to risk, how the problems was discovered, and how the methodology was flawed?

ANSWER: In mid-2010, a data error was discovered in one computer program that helps DHS to identify and tier high-risk chemical facilities. The use of certain incorrect data resulted in

certain facilities potentially receiving risk-based tier assignments higher than they otherwise might. In mid-2011, DHS decided to review all 501 final high-risk tiering decisions potentially affected by that computer data error. Of the 501 facilities, 35 facilities already had been determined to no longer be high-risk prior to the re-evaluation process, for reasons unrelated to the tiering issue. Upon further review of the remaining 466 facilities, DHS determined that 99 facilities were no longer considered high-risk; 148 facilities' overall tier levels should be lowered; 178 facilities should retain their facility tier levels, although other aspects of their final tier determinations should be revised; and that 41 facilities' final tier levels were pending DHS review of the facilities' Security Vulnerability Assessments or requests for redetermination. DHS immediately corrected the data error when the problem was discovered, and notified all of the potentially affected facilities of the results of its review in June 2011.

Question: What was the impact of misclassifying facilities?

ANSWER: In mid-2011, DHS decided to review all 501 final high-risk tiering decisions potentially affected by that computer data error. Of the 501 facilities, 35 facilities already had been determined to no longer be high-risk prior to the re-evaluation process, for reasons unrelated to the tiering issue. Upon further review of the remaining 466 facilities, DHS determined that 99 facilities were no longer considered high-risk; 148 facilities' overall tier levels should be lowered; 178 facilities should retain their facility tier levels, although other aspects of their final tier determinations should be revised; and that 41 facilities' final tier levels were pending DHS review of the facilities' Security Vulnerability Assessments or requests for redetermination.

Question: What actions were taken to correct this problem?

ANSWER: When the problem was discovered in mid-2010, DHS immediately corrected the data error. In mid-2011, DHS decided to review all 501 final high-risk tiering decisions potentially affected by that computer data error. Of the 501 facilities, 35 facilities already had been determined to no longer be high-risk prior to the re-evaluation process, for reasons unrelated to the tiering issue. Upon further review of the remaining 466 facilities, DHS determined that 99 facilities were no longer considered high-risk; 148 facilities' overall tier levels should be lowered; 178 facilities should retain their facility tier levels, although other aspects of their final tier determinations should be revised; and that 41 facilities' final tier levels were pending DHS review of the facilities' Security Vulnerability Assessments or requests for redetermination. DHS notified all of the potentially affected facilities of the results of this review in June 2011.

Question: What assurance can NPPD give that, moving forward, the methodology used to develop tiered lists is sound and that facilities are properly classified?

ANSWER: NPPD has committed to promptly developing appropriate responses to any significant new tiering issues. In order to carry out this commitment and to thoroughly evaluate the risk assessment and tiering process, ISCD has developed a three-phased approach including:

- Thoroughly documenting all ISCD processes and procedures relating to the risk assessment methodology
- Conducting an internal DHS review of the complete CFATS risk assessment and tiering process
 - As part of that effort, a working group composed of NPPD experts was formed and is nearing completion of an internal assessment of the CFATS risk assessment/tiering methodology.
- Conducting an external peer review of the risk-based tiering methodology
 - As part of the internal review, an analysis has been completed that identifies options and various approaches for ISCD to consider in initiating an external review.
 - This peer review would provide a forum for external experts to assess the methodologies supporting CFATS.
 - DHS is currently developing a proposal for an external peer review of the tiering methodology.

NPPD believes that, by applying this approach to risk-based tiering, it can continually improve its processes to ensure that facilities are appropriately tiered.

Private Sector Cyber Collaboration

Question: Secretary Beers, over the last few months we have heard from industry about the need for better collaboration in cybersecurity. How does DHS work with private owners of our Nation's critical infrastructure and key resources to ensure their networks and control systems are secure and how can we make it better?

ANSWER: DHS agrees that collaboration between industry and government on cyber issues is critical. To advance this objective, DHS engages in a wide range of activities with private-sector critical infrastructure (CI) partners to reduce cyber risks to critical systems. These activities are coordinated with programs to engage Federal, State, local, tribal, territorial, and international partners in recognition of the interconnected nature of cyberspace.

The foundation for private-sector engagement is the sector partnership framework established under the National Infrastructure Protection Plan (NIPP), which enables DHS to work closely with public and private sector CI representatives through a series of sector and cross-sector councils across the 18 CI sectors, and with individual owners and operators.

NCSD maintains several programs that promote collaboration between industry and the Department.

DHS has established the Cybersecurity Information Sharing and Collaboration Program (CISCP), a systematic approach to cyber information sharing and cooperation with CI owners and operators. The program incorporates government participants; Information Sharing and Analysis Centers; and other critical infrastructure and key resource (CIKR) owners and operators, and facilitates the fusion of data through collaboration among CISCP entities to develop and share cross-sector information products through a secure portal.

Within the CISCIP, CI sector entities and government agencies can share accurate, timely, and thorough information about current, emerging, and evolving threats posed to CI networks. The portal is operated by a dedicated team of US-CERT analysts who work with CI and government partners to process Protected Critical Infrastructure Information (PCII) while offering timely and actionable analysis and mitigation products for CI and government participants based on stakeholder contributions and unclassified government reporting.

NCSD is executing a Cyber Operations Resiliency Review (CORR) Pilot to assess proactively the degree of cyber resilience and presence of malicious activity on five private sector participants' enterprise networks at their request. The CORR Pilot models a two-phased approach to public-private sector information sharing and collaboration. In the first phase, analysts from NCSD's Cybersecurity Evaluation Program measure the adoption and growth of cybersecurity risk management using a common capability-based evaluation framework. In the second phase, US-CERT analyzes institution-provided data for evidence of malicious activity. If malicious activity is found, US-CERT provides the institution with targeted strategies to mitigate the activity and protect against similar activity in the future.

DHS is operating the Joint Cybersecurity Services Program (JCSP) in collaboration with the Department of Defense (DOD). This program leverages government information to enhance the cybersecurity of participating Federal Government agencies and CI entities.

In addition, NCSD conducts a wide range of activities that are designed to work with public and private sector partners to improve cybersecurity and increase the resilience of national CI. Some of these include the Control Systems Security Program, the Cyber Exercises Program, and the Cyber Security Evaluations Program.

Question: How does DHS respond to requests for assistance from the private sector following a cyber attack or network breach?

ANSWER: DHS leverages the processes established in the National Cyber Incident Response Plan (NCIRP) to provide a timely, effective, and coordinated response to requests for assistance from private sector CI owners and operators following a cyber attack or network breach. When a request for technical assistance from a CI entity is received, DHS analyzes data to assess the scope and impact of the malicious activity, coordinates and collaborates with its interagency partners to provide a whole of government response, and recommends actions to mitigate risk. Throughout this process, DHS shares alerts, analysis, and mitigation information among its partners and constituents to prevent, identify, and respond to similar activity elsewhere.

US-CERT and the Industrial Control Systems Cyber Emergency Response Team (ICS-CERT) can provide remote or onsite incident response to organizations that require immediate investigation in responding to a cyber incident. For example, upon notification of a cyber incident, ICS-CERT will perform a preliminary diagnosis to determine the extent of the compromise. At the customer's request, ICS-CERT can deploy a flyaway team to meet with the affected organization to review network topology, identify infected systems, image drives for analysis, and collect other data as needed to perform thorough follow-on analysis. ICS-CERT is

able to provide mitigation strategies, assist asset owners and operators in restoring service, and provide recommendations for improving overall network and control systems security.

Question: What can you say about the trend of attempts to breach the networks of our Nation's critical infrastructure?

ANSWER: The frequency and sophistication of intrusions into CI is likely on the rise. However, the actual number of intrusions into networks across the country each year is unknown because many of these breaches likely go unreported.

For example, ICS-CERT has seen a tremendous growth in both the scope and sophistication of attacks on CI control systems. Growth of ICS-CERT vulnerability handling exceeded 600 percent in FY 2011 (measured against the FY 2010 statistics), while reported cyber incidents tripled in FY 2011 with more asset owners and operators contacting ICS-CERT for support (130 in FY 2011 vs. 40 in FY 2010). In addition to specific incidents, ICS-CERT also noticed a much greater increase in reporting of internet-connected control systems, which increases the landscape or potential targets for malicious actors.

Question: How about trends in industry's willingness to come to DHS for help?

ANSWER: The size and diversity of the private sector makes generalizations difficult. Some entities are eager to collaborate with DHS and some are more reluctant, especially regarding incident reporting. Issues that may inhibit willingness to engage with DHS include concerns about the exposure of proprietary data; fear of prosecution or regulatory action; and fear of negative publicity. DHS leverages the PCII Program to enhance the security of sensitive private sector information. If the information satisfies the requirements of the Critical Infrastructure Information Act of 2002, it is protected from exposure through the Freedom of Information Act, State and local disclosure laws, and use in civil litigation. In addition, PCII cannot be used for regulatory purposes and can be accessed only in accordance with strict safeguarding and handling requirements.

That said, the Critical Infrastructure Cyber Protection & Awareness (CICPA) branch within NCSD has seen steady growth in industry seeking DHS's help. We have seen demand rise for all of our activities, including cybersecurity evaluations, requests for and participation in cyber exercises, control systems cybersecurity training, incident response and site assessments for control systems, information sharing agreements, and other activities.

Question: How is DHS overcoming the enormous challenge of applying the most effective technology, which is often classified, to the security of civilian networks – networks that may be owned by multi-national corporations?

ANSWER: As part of its mission to protect Federal Agency civilian networks, DHS is conducting market research to identify the most effective technology, analyzing that technology for its appropriate fit as a Government-provided solution, and then deploying it. It is important to note that the technology is primarily commercial-off-the-shelf, and only certain types of "extensions" to the technology (i.e., signatures or countermeasures) are actually classified. DHS

is evaluating these technologies and commercial providers to ensure that they satisfy DHS's cybersecurity mission requirements and that they are within the legal and policy boundaries associated with public and private/civilian networks.

Some of the most effective cybersecurity technologies are developed and produced by the private sector and are available publically for purchase. Although the Federal Government has an important role to play in sponsoring new research and development and transferring those technologies where appropriate, we cannot lose sight of the fact that most of the technological solutions do not come from the Government.

Through its interagency, cross-sector, and international partnerships, DHS analyzes, interprets, and shares a broad set of cybersecurity information, much of which is unclassified. Through programs like the CISCIP, DHS is increasing the ability of CI owners and operators to share information and to collaborate with the Government in a secure environment. DHS leverages the PCII Program to enhance the security of sensitive private sector information.

DOD-DHS Cyber Collaboration

Question: Secretary Beers, in September of 2010, the Department of Homeland Security and the Department of Defense signed a memorandum of agreement detailing a new collaborative relationship between the two departments. The memorandum designates you as the DHS representative. Since the signing of the memorandum, how has our cybersecurity posture improved?

ANSWER: Due to the interconnected nature of cyberspace, effective response to a significant cyber incident requires close interagency coordination. The 2010 Memorandum of Agreement (MOA) between DHS and DOD has aligned and enhanced the agencies' ability to protect against threats to our critical civilian and military systems and networks, and to leverage each other's complementary capabilities. The MOA facilitates DOD and DHS efforts to improve cybersecurity threat information sharing between sectors, to improve coordination outreach and engagement activities, and to aid in the prevention, detection, and mitigation of a cyber incident's effects. The MOA also facilitates operational synchronization between DOD and DHS during execution of the NCIRP.

DHS also has partnered with interested agencies, including DOD, to address the protection of telecommunications infrastructure that supports government-essential functions. DHS's Software Assurance (SwA) Program co-sponsors Software Assurance Forums semi-annually with DOD and the National Institute for Standards and Technology (NIST). The purpose of the forums is to bring together government, industry, and academia with vested interests in software assurance to discuss and promote integrity, security, and reliability in software. The focus is on software-security-related advances in practices, products, and standards for software development, supply chain management, education and training, tools, and metrics to reduce risk. In between SwA Forums, DHS, DOD, and NIST host SwA Working Groups sessions to provide venues for public-private collaboration in advancing software assurance initiatives.

Question: Under the agreement, how is DHS working differently today in its relationship with DoD and NSA?

ANSWER: The MOA further supports DHS's active partnership with DOD, ensuring agile coordination and technical capabilities support. Specifically, the MOA established a Joint Coordination Element led by a senior DHS official at the National Security Agency (NSA) who coordinates activities to improve cybersecurity technology deployment and the sharing of threat information. The MOA also built upon pre-existing liaison exchanges among DHS and the NSA/Central Security Service Threat Operation Center, the United States Cyber Command, and the United States Northern Command. Increasingly, DHS and DOD share information and coordinate partnerships with the private sector to ensure the defense and protection of national security, homeland security, health and public safety, and the national economy, and to enhance their mutual situational awareness.

Managers and staff from NSA's Information Assurance Directorate and NSA's Center for Assured Software are frequent participants and collaborators in the SwA Forums, the SwA Working Group Sessions, and software assurance automation initiatives. The DHS Cybersecurity Education Office works closely with NSA and DOD on the National Initiative for Cybersecurity Education (NICE). DOD and NSA are partner leads on Component 4 (Workforce Training & Development). DHS, DOD, and NSA have worked together to develop the NICE strategic plan, build the cybersecurity framework outlining the profession's 31 function roles, and assess training needs.

Question: Since some of your personnel are now located at NSA and NSA personnel are located at the Department's NCCIC, how will you ensure that each organization stays within its designated mission area – and avoids the charge that NSA is becoming involved in domestic civilian issues?

ANSWER: DHS and NSA collaborate to improve the execution of their distinct but complementary missions. The MOA signed in September 2010 formalized a process to increase the ability of each agency to work within its established mission space. DHS leverages information provided by NSA and other sources to more effectively reduce risks to domestic civilian networks and thereby reduce the need for direct NSA involvement.

Question: In the future, do you see additional agreements between DHS and DoD on cyber security, such as an outline of what each agency will actually do in the event of a cyber attack on "dot-gov" or civilian networks?

ANSWER: Under the Homeland Security Act, FISMA (and related OMB guidance), Homeland Security Presidential Directive (HSPD)-5, HSPD-7, and HSPD-23/National Security Presidential Directive-54 (NCI), DHS is responsible for coordinating the domestic response to cybersecurity incidents involving CI, including Federal Executive Branch civilian agencies, State and local governments, and the private sector. During a significant cyber incident, and guided by the NCIRP, DHS provides onsite and remote incident response, coordinates efforts, assists with prioritization, and leverages collective expertise and capabilities among Federal, State, local, tribal, and territorial governments and the private sector. DHS and DOD work together regularly

to respond to cyber incidents and, using the NCIRP framework, continuously improve coordination processes, to include considering additional agreements as necessary.

Infrastructure Roles and Missions

Question: Secretary Beers, protecting our Nation's critical infrastructure and key resources is a daunting task—one that requires not just assessing the level of risk but working with the private sector to coordinate and share information. Can you provide examples of working with the private sector?

ANSWER: Information sharing capabilities provide the fundamental foundation for private sector owners and operators to make decisions and take appropriate action. NPPD's Office of Infrastructure Protection (IP) continues to work closely with local and regional private sector working groups through State fusion centers and local districts as well as the private sector at the national level.

The NIPP recognized that the mission is a shared mission since the majority of CI is owned and operated by the private sector. Voluntary partnership, therefore, is a foundation of the mission. The NIPP Sector Partnership was established in 2006 in order to effect coordination and information sharing with the 18 CI sectors in order to perform joint national and sector planning, program identification and implementation, response and recovery coordination, and information sharing. Beginning with slightly over 200 CI owners and operators in 2007 when the Partnership was fully launched, the Partnership in FY 2011 encompasses almost 900 owner and operator institutions. Within this Partnership, NPPD/IP supports over 500 meetings between the public-private partners that have produced a wide variety of plans, products such as sector roadmaps for control systems, sector-specific preparedness guides, communication, coordination and information sharing protocols, training and outreach programs, joint exercises, issue resolutions, and action agreements.

In the last year, NPPD/IP has expanded activities with the private sector owners and operators in the field, coordinated through the Protective Security Advisers and co-hosted with States, to hold regional focus groups and regional workshops (e.g., the Joint Critical Infrastructure Partnership symposiums with the FBI), to collect requirements and effective practices for security and resilience approaches and tools. Requirements collected already are being utilized within NPPD/IP to enhance or tailor programs to make them more applicable accounting for jurisdictional differences as well as for sector-specific differences. A critical element of expanding engagement with the private sector across the Nation is the Critical Infrastructure Information Sharing Environment, built primarily on the Homeland Security Information Network – Critical Sectors (HSIN-CS). Information sharing capabilities provide the fundamental foundation for private sector owners and operators to make decisions and take appropriate action. NPPD/IP has been working with local and regional private sector working groups through State fusion centers and local districts, such as Planning District 1 in Indiana, to identify requirements and implement access for local or regional owners and operators to information that is useful and applicable to their local needs, as well as access to information made available from the national level that is industry-specific, threat-specific, or effective practice considerations.

IP's Sector Outreach and Programs Division works with sector partners to improve information sharing by:

- Conducting security-focused exercises, for example:
 - **Infrastructure Protection Sector-Specific Tabletop Exercise Program (IP-SSTEP), Chemical Sector Tabletop Exercise (TTX):** The IP-SSTEP Chemical Sector TTX is an unclassified and adaptable exercise developed to create an opportunity for public and private CI stakeholders and their public safety partners to address gaps, threats, issues, and concerns identified in previous exercises and their after-action processes. The TTX allows participants an opportunity to gain an understanding of issues faced prior to, during, and after a terrorist threat/attack and the needed coordination with other entities, both private and government, regarding their facility.
 - **Cross-Sector Active Shooter Security Seminar and Exercise Workshop:** This is a one-day workshop developed to be applicable for any sector for general awareness of how to respond to an active shooter incident. The workshop is designed to enhance response capabilities to an active shooter event by educating participants on the history of active shooter events, describing common behavior, conditions, and situations associated with active shooters.
- Coordinating both regularly scheduled and incident-specific classified briefings for cleared sector partners. Using the knowledge obtained from the briefings, owners and operators are able to make risk-based decisions on how best to use their resources to protect assets.
- HSIN-CS is the primary information-sharing platform between the CI sector stakeholders. HSIN-CS enables DHS and CI owners and operators to communicate, coordinate, and share sensitive and sector-relevant information to protect their critical assets, systems, functions, and networks, at no charge to sector stakeholders/partners.
- Fostering education, training, and outreach for example:
 - **IS-907 - Active Shooter: What You Can Do:** This online training provides guidance to individuals, including managers and employees, so that they can prepare to respond to an active shooter situation. The course is self-paced and takes about 45 minutes to complete. This comprehensive cross-sector training is appropriate for a broad audience regardless of knowledge and skill level. Since March 2011, more than 84,000 users have taken this course.
 - **IS-906 - Workplace Security Awareness:** This online training provides guidance to individuals and organizations on how to improve security in the workplace. The course is self-paced and takes about an hour to complete. This comprehensive cross-sector training is appropriate for a broad audience regardless of knowledge and skill level. The course promotes workplace security practices applicable across all 18 CI sectors.

– **IS-912 Retail Security Awareness: Understanding the Hidden Hazards:** This online training increases awareness of persons involved in commercial retail operations of the actions they can take to identify and report suspicious purchases or thefts of products that could be used in terrorist or other criminal activities. The course provides an overview of steps to identify and monitor high-risk product inventories and reporting suspicious activities to law enforcement agencies. The course is designed for retail managers, loss prevention specialists, risk management specialists, product managers, sales associates, and others involved in retail operations.

Question: Your budget includes \$48 million for coordination and information sharing with your government and private sector partners. Since you have only limited regulatory authority, how does DHS use these funds to work with private industry to ensure our critical infrastructure is protected? I notice that the request is actually a decrease from FY10 of \$10 million, so are you interacting less with you partners? What is the impact of this reduction?

ANSWER: The budget under Coordination and Information Sharing consists of three programs: NIPP Management; Partnerships and Information Sharing; and Management, Planning, and Administration. Of the \$10 million reduction, the amount for support activities in the Partnerships and Information Sharing project was reduced by approximately \$5 million. This included reduction of administrative support activities, diminished field stakeholder/partner engagement, and deferral of information sharing capabilities that makes information and sharing of that information more accessible and easy to use by CI owners and operators. Continuing feedback from owners and operators in the field tells us that many owners and operators are not aware that information products exist and are available to them to use to inform their security and resilience planning and response. Stakeholder engagement raises the necessary awareness of information critical to their decisions and actions. Information informs owner and operator decisions to invest to reduce vulnerabilities or to respond to threats. Consequently, if owners and operators are either not aware of available threat, vulnerability, planning and incident information, nor can find easily the information they need when they do become aware of its existence, they cannot make informed decisions or take appropriate action. This reduces the number of engagement opportunities with owners and operators to enhance awareness and the use of CI information products available to them, which would enable them to take appropriate actions on their own security and resilience planning and execution.

Question: The National Infrastructure Protection Plan (NIPP) provides the overarching structure for the integration of efforts to protect our critical infrastructure and key resources. How do you ensure that the NIPP (pronounced “nip”) is implemented but also responsive to the changing risk environment?

ANSWER: The NIPP sets out the overall framework for risk management to provide the needed flexibility for changes in the risk environment across sectors and geographic areas, as well as time. By not focusing on specific hazard scenarios, Federal, State, local, tribal, territorial, regional, and private sector partners have the ability to focus on the existing and emerging risks that are relevant to them. In addition, the National Risk Profile provides partners with information on the changing risk environment and the implications for them. (The NIPP calls for the National Risk Profile and it is included in the National Annual Report.)

Chemical Facilities Anti-Terrorism Standards (CFATS) Program and Mismanagement

Question: The internal memo on CFATS concludes that the mission, budget, staffing, and workplace culture within the Infrastructure Security Compliance Division as it relates to CFATS are not in any sort of working order. This level of dysfunction in a program that is vital to our Nation's security is disconcerting. What steps, if any, have you taken to address this?

ANSWER: NPPD is addressing certain programmatic and management challenges through a comprehensive Action Plan. NPPD's senior leadership is briefed on a regular basis on the progress made to address the 94 items contained in the Action Plan. The Department looks forward to continuing to make progress on the Action Plan and working with Congress to ensure continued success in the CFATS program.

Question: Secretary Beers, when was the memo prepared and to what extent were senior officials in NPPD aware of potential problems before you requested the memo?

ANSWER: The broader management issues began to emerge more clearly in June 2011 when I was notified about the tiering issues related to correction of certain computer modeling data in mid-2010. Although Assistant Secretary Keil and I, as a matter of due diligence, asked NPPD's OCS to conduct a management review in December 2010, the results were not available until September 2011.

Question: What factors prompted you to request that Infrastructure Security Compliance Division develop this memorandum?

ANSWER: DHS and NPPD/ISCD have accomplished much over the past few years to establish and implement the CFATS program, but this unprecedented regulatory program still has challenges to address. Upon the arrival of ISCD's new Director and Deputy Director, I asked them to provide their views on the successes and challenges of the CFATS program for consideration. Candid, honest assessments and critiques are valuable tools in evaluating progress and determining where improvement is needed. Furthermore, course corrections are to be expected in a nascent and unprecedented program like CFATS, and ongoing decisions will need to be made.

Question: Secretary Beers, earlier this month you testified before the House Committee on Energy and Commerce that the memo encompasses the results of a separate, year-long management review of the CFATS program that was initiated in 2011 and completed around the time NPPD was commencing work on the Infrastructure Security Compliance Division memo. What prompted this management review, and was a separate report issued for this review?

ANSWER: The tiering issue that was disclosed to me in June 2011 began to more clearly shed light on the management challenges faced by ISCD. Assistant Secretary Keil and I, as a matter of due diligence, asked NPPD's OCS to conduct a management review in December 2010; the results were available in a report issued in September 2011.

Contracts

Question: Please provide for the record the number of noncompetitive contracts NPPD has entered into in fiscal year 2011, what is anticipated in 2012 and 2013. Include for each contract an explanation as to why a non-competitive contract was chosen. As part of this response, please clearly delineate other transactional agreements and those purchases made from the GSA approved listings.

ANSWER: NPPD entered into 61 noncompetitive contracts in FY 2011. No noncompetitive contracts were chosen for other transactional agreements or purchases made from the GSA-approved listings. NPPD plans to enter into at least 17 noncompetitive contracts in FY 2012. Due to budget, funding, and availability uncertainty, NPPD does not have an estimate for the number of noncompetitive contracts it will enter into during FY 2013. Please find attached tables providing additional details about these contracts. Due to security issues, information about selective acquisitions is provided in a separate table from other NPPD contracts.

Question: In total, what volume of NPPD contract awards are made competitively? Please answer in dollar amount and percentage.

ANSWER: NPPD awarded a total of 438 contracts competitively in FY 2011. These contracts totaled \$181,399,000 and comprised 88 percent of contracts awarded that year.

Question: Submit, through the most recent month available, a list of all Sole Source Contracts entered into by NPPD. Organize by contractor, purpose, appropriation account, dollar award, full performance value, contract start date, contract end date, and reason for sole-source.

ANSWER: Please find a table below with the requested information.

NPPD Sole Source Contracts

	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
1	ACCEL CORPORATION	ADMINISTRATIVE SUPPORT SERVICES IN WASHINGTON, DC; ALEXANDRIA, VA; PHILADELPHIA, PA; AND GRAND PRAIRIE, TX	70-0542	\$1,107,587.20	\$1,107,587.20	08/08/2011	07/31/2012	AUTHORIZED BY STATUTE
2	ADT SECURITY SERVICES, INC.	CCTV UPGRADE PROJECT: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$185,427.71	\$185,427.71	08/30/2011	01/31/2014	ONLY ONE SOURCE - OTHER
3	ADT SECURITY SERVICES, INC.	CCTV UPGRADE PROJECT: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$195,839.78	\$195,839.78	09/01/2011	02/17/2014	ONLY ONE SOURCE - OTHER
4	ADT SECURITY SERVICES, INC.	CCTV UPGRADE PROJECT: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$65,293.26	\$65,293.26	09/14/2011	01/18/2012	ONLY ONE SOURCE - OTHER
5	ADT SECURITY SERVICES, INC.	ORDER FOR SECURITY EQUIPMENT	70-0542	\$89,628.65	\$89,628.65	08/08/2011	02/09/2012	ONLY ONE SOURCE - OTHER
6	ADT SECURITY SERVICES, INC.	MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$4,149.31	\$4,149.31	09/30/2011	11/14/2011	ONLY ONE SOURCE - OTHER
7	ADT SECURITY SERVICES, INC.	CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$3,237.91	\$3,237.91	08/15/2011	09/15/2011	ONLY ONE SOURCE - OTHER

Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sale Source
8	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$4,096.48	\$4,096.48	06/07/2011	07/07/2011	URGENCY
9	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$3,516.08	\$3,516.08	04/28/2011	05/28/2011	URGENCY
10	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$4,117.00	\$4,117.00	03/03/2011	04/30/2011	URGENCY
11	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$3,126.99	\$3,126.99	06/21/2011	07/21/2011	URGENCY
12	ADT SECURITY SERVICES, INC. MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$22,370.08	\$22,370.08	04/26/2011	05/26/2011	URGENCY
13	ADT SECURITY SERVICES, INC. MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$9,442.91	\$9,442.91	07/26/2011	09/20/2011	ONLY ONE SOURCE - OTHER
14	ADT SECURITY SERVICES, INC. MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$4,020.42	\$4,020.42	09/15/2011	10/03/2011	ONLY ONE SOURCE - OTHER
15	ADT SECURITY SERVICES, INC. MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$59,036.32	\$59,036.32	09/14/2011	12/03/2011	ONLY ONE SOURCE - OTHER
16	ADT SECURITY SERVICES, INC. MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$33,998.03	\$33,998.03	08/30/2011	09/30/2011	ONLY ONE SOURCE - OTHER
17	ADT SECURITY SERVICES, INC. MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$72,893.33	\$72,893.33	09/20/2011	11/07/2011	ONLY ONE SOURCE - OTHER
18	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND	70-0542	\$4,850.57	\$4,850.57	11/28/2011	06/01/2012	ONLY ONE SOURCE - OTHER

Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sale Source
	INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS						
19	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$5,462.18	\$5,462.18	11/22/2011	06/01/2012	ONLY ONE SOURCE - OTHER
20	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$6,039.81	\$6,039.81	12/13/2011	05/15/2012	ONLY ONE SOURCE - OTHER
21	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$2,213.04	\$2,213.04	01/30/2012	07/05/2012	ONLY ONE SOURCE - OTHER
22	ADT SECURITY SERVICES, INC. CCTV CAMERA CLEANING AND INSPECTION: MISC ALARM, SIGNAL, SEC SYSTEMS	70-0542	\$3,990.15	\$3,990.15	01/23/2012	06/29/2012	ONLY ONE SOURCE - OTHER
23	AFFILIATED SERVICES INC LOCK REPAIR SERVICES FOR FPS HQ	70-0542	\$7,027.16	\$7,027.16	06/13/2011	06/30/2011	ONLY ONE SOURCE - OTHER
24	AMERICAN SMALL BUSINESS ALLIANCE, INC. LEASE-RENT OF CONF SPACE & FAC ISO NATIONAL CYBER SECURITY DIVISION.	70-0565	\$1,598,445.11	\$5,020,095.77	09/30/2011	09/29/2014	AUTHORIZED BY STATUTE
25	ASIS INTERNATIONAL AMERICAN SOCIETY OF INDUSTRIAL SECURITY (ASIS) MEMBERSHIP FOR CY2012 FOR 110 PSCD PERSONNEL COTR: LESLIE LAMBERT	70-0565	\$16,500.00	\$99,500.00	12/19/2011	12/31/2016	ONLY ONE SOURCE - OTHER

Contractor	Purpose	Appropriation Account	Dollar Award	Fall Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
26	AT&T CORP. TELECOMMUNICATIONS SERVICES TO AT&T FROM PROGRAM	70-0565	\$24,000.00	\$72,000.00	05/27/2011	05/31/2014	ONLY ONE SOURCE - OTHER
27	BAYFIRST SOLUTIONS LLC MANAGEMENT/SUPPORT SERVICES PROGRAM	70-0565	\$651,310.00	\$2,909,694.00	05/10/2011	05/09/2014	ONLY ONE SOURCE - OTHER
28	BRUINWAVE SOLUTIONS LLC MANAGEMENT/SUPPORT SERVICES; CYBERSECURITY PROJECTS AND THE DHS CYBER PILOT PROGRAM	70-0565	\$800,000.00	\$2,179,373.13	09/30/2011	09/29/2013	AUTHORIZED BY STATUTE
29	CENTER FOR LEADING ORGANIZATIONS, INC. LEADERSHIP TRAINING IN SUPPORT OF LEADERSHIP DEVELOPMENT PROGRAM	70-0565	\$6,098.41	\$6,098.41	02/03/2011	02/08/2011	ONLY ONE SOURCE - OTHER
30	CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA RENTAL SPACE FOR THE NSTAC CONFERENCE	70-0565	\$8,500.00	\$8,500.00	03/03/2011	06/02/2011	ONLY ONE SOURCE - OTHER
31	COMBAT SHOOTER INC. GUN RANGE MEMBERSHIP	70-0542	\$5,000.00	\$25,000.00	05/02/2011	04/30/2016	ONLY ONE SOURCE - OTHER
32	DECO, INC. GUARD SERVICES	70-0542	\$75,737.20	\$75,737.20	03/16/2011	08/31/2014	AUTHORIZED BY STATUTE
33	DTM CORPORATION GUARD SERVICES	70-0542	\$158,510.59	\$158,510.59	11/29/2010	09/30/2011	AUTHORIZED BY STATUTE
34	FEDERAL PRISON INDUSTRIES INC DISPLAY CASE FOR 911 RELIC DISPLAY RATIFICATION; OEC	70-0565	\$11,128.10	\$11,128.10	03/08/2012	03/26/2012	AUTHORIZED BY STATUTE
35	FROST & SULLIVAN HOMELAND SECURITY REPORTS	70-0565	\$10,000.00	\$10,000.00	01/03/2011	01/03/2011	ONLY ONE SOURCE - OTHER
36	GILBERTSON GROUP, THE SERVICE REPAIRS	70-0542	\$3,600.00	\$3,600.00	01/12/2011	01/26/2011	SAP NON-COMPETITION
37	GOVERNMENT BUSINESS SOLUTIONS LLC TRAINING AND MANAGEMENT SUPPORT SERVICES	70-0565	\$1,035,379.60	\$3,769,995.60	12/23/2011	07/02/2013	AUTHORIZED BY STATUTE
38	GSS, LLC US-VISIT APMB	70-0521	\$99,952.51	\$99,952.51	09/30/2011	09/29/2012	AUTHORIZED BY STATUTE

Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sale Source
	CONTRACT MANAGEMENT SOLUTION						STATUTE
39	H.D.W., LTD. THE PURCHASE OF FIVE POLICE MOTORCYCLES	70-0542	\$50,000.00	\$50,000.00	02/28/2011	04/01/2011	SAP NON-COMPETITION
40	HIGHERGROUND, INC. HARDWARE AND SOFTWARE MAINTENANCE OF A VOICE RECORDING SYSTEM	70-0542	\$11,076.00	\$34,422.00	03/29/2011	04/30/2014	AUTHORIZED BY STATUTE
41	HYATT HOTELS CORPORATION LEASE/RENTAL OF CONFERENCE SPACE AND FACILITIES: ISO SAFECOM/NCISWC MEETING IN ATLANTA, GA DEC. 5-10, 2011.	70-0565	\$22,347.48	\$22,347.48	11/17/2011	12/08/2011	ONLY ONE SOURCE - OTHER
42	IRD & ASSOCIATES, INC. WORKFORCE IMPLEMENTATION SUPPORT	70-0565	\$1,131,260.04	\$3,944,911.16	04/30/2011	05/31/2014	AUTHORIZED BY STATUTE
43	KINGDOM SECURITY SERVICES, INC.	70-0542	\$250,477.92	\$250,477.92	12/20/2010	09/30/2011	AUTHORIZED BY STATUTE
44	KINGDOM SECURITY SERVICES, INC.	70-0542	\$4,716.98	\$4,716.98	10/20/2010	08/31/2015	AUTHORIZED BY STATUTE
45	KINGDOM SECURITY SERVICES, INC.	70-0542	\$2,077.35	\$2,077.35	01/14/2011	09/30/2011	AUTHORIZED BY STATUTE
46	KINGDOM SECURITY SERVICES, INC.	70-0542	\$83,825.28	\$83,825.28	12/08/2011	08/31/2015	AUTHORIZED BY STATUTE
47	KINGDOM SECURITY SERVICES, INC.	70-0542	\$18,867.92	\$18,867.92	01/30/2012	08/31/2015	AUTHORIZED BY STATUTE
48	KINGDOM SECURITY SERVICES, INC.	70-0542	\$167,650.56	\$167,650.56	03/06/2012	08/31/2015	AUTHORIZED BY STATUTE
49	L-3 COMMUNICATIONS CORPORATION X-RAY EQUIP: MAINT-REP OF ALARM & SIGNAL SYSTEM		\$69,900.00	\$69,900.00	09/30/2011	09/30/2012	ONLY ONE SOURCE - OTHER
50	LOS ANGELES TIMES ADVERTISING	70-0565	\$6,250.00	\$6,250.00	11/30/2011	12/24/2011	ONLY ONE

	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sale Source
	COMMUNICATIONS LLC	SPACE IN LA TIMES						SOURCE - OTHER
51	MCI COMMUNICATIONS SERVICES INC	TELECOMMUNICATION SERVICES TO VERIZON BUSINESS	70-0565	\$23,000.00	\$72,000.00	05/26/2011	05/31/2014	ONLY ONE SOURCE - OTHER
52	MOTOROLA SOLUTIONS, INC.	ROUTER MAINTENANCE AND MONITORING FPS NATIONAL WEAPONS DETECTION TRAINING PROGRAM (NWDTP), COMPUTER WEB BASED TRAINING (CWBT) FOR PROTECTIVE SECURITY OFFICER (PSO) SCREENERS	70-0542	\$850,212.00	\$1,062,765.00	04/28/2011	07/27/2012	ONLY ONE SOURCE - OTHER
53	NANOTEL INC	84 AWARD FOR EVENT VENUE SUPPORT SERVICES TELECOMMUNICATION SERVICES TO QWEST FROM X-RAY REPAIR MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0542	\$878,999.96	\$2,301,057.80	02/16/2011	02/15/2016	AUTHORIZED BY STATUTE
54	PERFORMANCE-BASED SOLUTIONS, INC.	84 AWARD FOR EVENT VENUE SUPPORT SERVICES	70-0565	\$301,764.00	\$794,823.66	09/02/2011	08/31/2013	AUTHORIZED BY STATUTE
55	QWEST GOVERNMENT SERVICES, INC	TELECOMMUNICATION SERVICES TO QWEST FROM X-RAY REPAIR MAINT-REP OF ALARM & SIGNAL SYSTEM	70-0565	\$16,000.00	\$52,400.00	05/27/2011	05/31/2014	ONLY ONE SOURCE - OTHER
56	RAPISCAN SYSTEMS, INC.	RESEARCH, DEVELOPMENT, ASSESSMENT, AND EXPANSION OF THE FOOD AND AGRICULTURE INFORMATION SHARING ENVIRONMENT (FAISE).	70-0542	\$5,150.00	\$5,150.00	03/25/2011	04/01/2011	AUTHORIZED BY STATUTE
57	REGENTS OF THE UNIVERSITY OF MINNESOTA	RESEARCH, DEVELOPMENT, ASSESSMENT, AND EXPANSION OF THE FOOD AND AGRICULTURE INFORMATION SHARING ENVIRONMENT (FAISE).	70-0565	\$400,562.00	\$1,589,651.00	09/08/2011	12/11/2015	MOBILIZATION, ESSENTIAL R&D
58	SECURITY	MEGACENTER	70-0542	\$389,500.00	\$389,500.00	02/11/2011	02/29/2012	ONLY ONE

Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sale Source
	INFORMATION SYSTEMS, INC.						SOURCE - OTHER
59	SECURITY INFORMATION SYSTEMS, INC.	70-0542	\$194,750.00	\$194,750.00	03/06/2012	08/31/2012	ONLY ONE SOURCE - OTHER
60	SPRINT COMMUNICATIONS COMPANY L.P.	70-0565	\$16,000.00	\$52,000.00	05/26/2011	05/31/2014	ONLY ONE SOURCE - OTHER
61	TELCORDIA TECHNOLOGIES, INC.	70-0565	\$195,269.00	\$816,933.00	09/23/2011	09/22/2015	ONLY ONE SOURCE - OTHER
62	TOFFLER ASSOCIATES, INC.	70-0542	\$30,522.52	\$30,522.52	02/10/2011	02/18/2011	ONLY ONE SOURCE - OTHER
63	TRUSTEES OF TUFTS COLLEGE INC	70-0542	\$4,120.00	\$4,120.00	05/06/2011	05/20/2011	ONLY ONE SOURCE - OTHER
64	TSI INCORPORATED	70-0542	\$9,920.00	\$9,920.00	09/27/2011	09/26/2012	ONLY ONE SOURCE - OTHER
65	UNICOR FEDERAL PRISON INDUSTRIES	70-0565	\$22,564.00	\$22,564.00	08/18/2011	09/05/2011	AUTHORIZED BY STATUTE
66	UNICOR FEDERAL PRISON INDUSTRIES	70-0565	\$28,212.27	\$28,212.27	09/15/2011	02/15/2012	AUTHORIZED BY STATUTE
67	UNICOR FEDERAL PRISON INDUSTRIES	70-0565	\$4,470.00	\$4,470.00	12/22/2011	01/30/2012	AUTHORIZED BY STATUTE
68	VERIZON SERVICES CORP.	70-0565	\$16,000.00	\$48,000.00	05/27/2011	05/31/2014	ONLY ONE SOURCE - OTHER
69	WHITESTONE GROUP, INC., THE	70-0542	\$1,218,593.25	\$1,218,593.25	03/22/2012	09/30/2012	ONLY ONE SOURCE - OTHER
70	WHITESTONE GROUP, INC., THE	70-0542	\$0.00	\$3,907,340.00	03/15/2012	09/30/2013	ONLY ONE SOURCE - OTHER
SA I	Verizon Federal Network Sys	70-0565	\$9,443,391.00	\$9,443,391.00	07/13/2011	4/12/2012	Responsible Source
SA	Level3 Communications	70-0565	\$7,936,384.00	\$7,936,384.00	09/22/2011	09/21/2014	Responsible Source

	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
2								
SA 3	Verizon Federal Network Sys	Nest 1 Basic IDIQ	70-0565	\$0.00	\$22,000,000.00	7/13/11	07/12/2014	Responsible Source
SA 4	Level3 Communications	Nest 2 Basic IDIQ	70-0565	\$0.00	\$22,000,000.00	09/22/2011	09/21/2014	Responsible Source
SA 5	Qwest Government Services	Nest 3 Basic IDIQ	70-0565	\$0.00	\$7,936,384.00	09/28/2011	09/28/2014	Responsible Source
SA 6	AT&T Corp.	Nest 4 Basic IDIQ	70-0565	\$0.00	\$7,936,384.00	09/30/2011	09/30/2014	Responsible Source
SA 7	Qwest Government Services	Nest Contract 3 TO 1	70-0565	\$8,283,912.00	\$8,283,912.00	09/28/2011	09/28/2014	Responsible Source
SA 8	AT&T Corp.	Nest Contract 4 TO 1	70-0565	\$11,050,330.00	\$11,050,330.00	09/30/2011	09/30/2014	Responsible Source
SA 9	General Dynamics	NSD Development Contract	70-0565	\$9,998,807.00	\$9,998,807.00	10/18/11	11/18/2012	Responsible Source
SA 10	General Dynamics	US CERT Support Contract	70-0565	\$12,936,268.00	\$12,936,268.00	10/18/2011	11/18/2012	Responsible Source
SA 11	Level 3 Communications	MSS Study	70-0565	\$25,000.00	\$25,000.00	02/03/2012	02/29/2012	Responsible Source
SA 12	Verizon Federal Network Sys	MSS Study	70-0565	\$25,000.00	\$25,000.00	02/03/2012	02/29/2012	Responsible Source
SA 13	Sprint	MSS Study	70-0565	\$25,000.00	\$25,000.00	02/03/2012	02/29/2012	Responsible Source
SA 14	AT&T Corp	MSS Study	70-0565	\$25,000.00	\$25,000.00	02/03/2012	02/29/2012	Responsible Source
SA 15	Qwest Business	MSS Study	70-0565	\$25,000.00	\$25,000.00	02/03/2012	02/03/2012	Responsible Source
SA 16	iSIGHT Partners, Inc	iSIGHT	70-0565	\$9,375,000.00	\$9,375,000.00	02/16/2012	02/16/2012	Responsible Source

Question: Please provide for the record a list of all contracts over \$1 million in total value executed by NPPD in 2011. Organize by contractor, purpose, dollar award, full performance value, contract start date, contract end date, and contract type (e.g., firm fixed price, etc.).

ANSWER: A detailed listing is provided below.

NPPD Contracts over \$1 Million

	Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
1	ACCEL CORPORATION	ADMINISTRATIVE SUPPORT SERVICES IN WASHINGTON, DC, ALEXANDRIA, VA, PHILADELPHIA, PA AND GRAND PRAIRIE, TX.	\$1,107,587.20	\$1,107,587.20	08/08/2011	07/31/2012	LABOR HOURS
2	ACCENTURE LLP	SERVER UPGRADE	\$1,948,529.45	\$1,948,529.45	12/22/2010	05/27/2014	FIRM FIXED PRICE
3	ACCENTURE LLP	TO40 -- ACCENTURE O&M TRANSITION	\$1,561,066.36	\$1,561,066.36	12/23/2010	03/31/2011	TIME AND MATERIALS
4	ACCENTURE LLP	TO50 -- ADMINISTRATION AND LOGISTICS	\$2,353,008.40	\$2,353,008.40	04/16/2011	08/31/2011	COST PLUS FIXED FEE
5	ACTION FACILITIES MANAGEMENT INC.	GUARD SERVICES	\$1,242,718.17	\$1,242,718.17	02/28/2011	09/30/2011	LABOR HOURS
6	ALL POINTS LOGISTICS INCORPORATED	JFOUNDRY SOFTWARE LICENSES.	\$3,999,999.99	\$3,999,999.99	06/03/2011	06/03/2021	FIRM FIXED PRICE
7	ALLIED BARTON SECURITY SERVICES LIMITED LIABILITY COMPANY	GUARD SERVICES	\$1,802,292.66	\$1,802,292.66	01/28/2011	01/31/2013	FIRM FIXED PRICE
8	ALUTIQ 3SG, LLC	GUARD SERVICES	\$9,068,371.92	\$9,068,371.92	01/21/2011	09/30/2011	FIRM FIXED PRICE
9	ALUTIQ 3SG, LLC	GUARD SERVICES	\$4,264,578.80	\$4,264,578.80	09/06/2011	01/31/2015	LABOR HOURS
10	ALUTIQ BUSINESS SERVICES, LLC	GUARD SERVICES	\$2,241,593.64	\$2,241,593.64	02/04/2011	09/30/2011	FIRM FIXED PRICE
11	AMERICAN SECURITY PROGRAMS, INC	GUARD SERVICES	\$1,733,802.14	\$1,733,802.14	01/31/2011	09/30/2011	LABOR HOURS

Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
12 AMERICAN SMALL BUSINESS ALLIANCE, INC.	LEASE-RENT OF CONF SPACE & FAC	\$1,598,445.11	\$5,020,095.77	09/30/2011	09/29/2014	TIME AND MATERIALS
13 AMERIGUARD SECURITY SERVICES, INC.	GUARD SERVICES	\$1,895,520.10	\$1,895,520.10	06/20/2011	03/31/2015	LABOR HOURS
14 AMERIGUARD SECURITY SERVICES, INC.	GUARD SERVICES	\$25,000.00	\$42,055,962.66	09/01/2011	09/30/2016	LABOR HOURS
15 AMERIGUARD SECURITY SERVICES, INC.	GUARD SERVICES	\$6,639,824.10	\$6,639,824.10	09/20/2011	03/31/2015	LABOR HOURS
16 ARES GROUP INCORPORATED	GUARD SERVICES	\$3,578,050.02	\$3,578,050.02	07/08/2011	12/31/2011	LABOR HOURS
17 BASIC CONTRACTING SERVICES, INC.	GUARD SERVICES	\$3,324,411.83	\$3,324,411.83	09/01/2011	08/31/2015	LABOR HOURS
18 BAYFIRST SOLUTIONS LLC	PROFESSIONAL SUPPORT SERVICES	\$651,310.00	\$2,909,694.00	05/10/2011	05/09/2014	FIRM FIXED PRICE
19 BOOZ ALLEN HAMILTON INC.	SETA IIB TECHNICAL AND PROGRAMMATIC SUPPORT SERVICES REQUIRED BY NETWORK SECURITY DEPLOYMENT (NSD)	\$2,953,337.66	\$8,860,012.98	07/01/2011	07/07/2012	FIRM FIXED PRICE
20 BOOZ ALLEN HAMILTON INC.	HOMELAND SECURITY BUSINESS CONTINUITY AND EMERGENCY OPERATIONS PROGRAM SUPPORT.	\$938,995.18	\$2,964,067.44	09/13/2011	10/02/2014	LABOR HOURS
21 BOOZ ALLEN HAMILTON INC.	THIS PURPOSE OF THIS AMENDMENT TO RNEC-11-00008 IS TO DE-COMMIT FUNDS IN THE AMOUNT OF \$1,400,000. FROM THE ORIGINAL PR. AS THE AWARD AMOUNT FROM THIS REQUISITION IS \$3,914,640 VICE \$5,314,640.00.	\$3,886,487.27	\$13,062,949.46	09/21/2011	09/21/2014	TIME AND MATERIALS

	Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
22	BOOZ ALLEN HAMILTON INC.	STATEWIDE PLANNING, EVALUATION PLUS TRIBAL, STATE AND LOCAL STAKEHOLDER ENGAGEMENT SUPPORT SERVICES FOR THE OFFICE OF EMERGENCY COMMUNICATION (OEC)	\$2,353,476.23	\$8,301,006.93	09/27/2011	09/27/2014	TIME AND MATERIALS
23	BOOZ ALLEN HAMILTON INCORPORATED (3626)	PROFESSIONAL SUPPORT SERVICES TO THE OFFICE OF EMERGENCY COMMUNICATIONS FEDERAL SERVICES FOR SUPPORT TO BORDER/INTERNATIONAL COORDINATION.	\$2,512,424.85	\$7,998,252.80	09/09/2011	09/11/2014	FIRM FIXED PRICE
24	BRUINWAVE SOLUTIONS LLC	PROJECT AND PROGRAM MANAGEMENT SUPPORT FOR COORDINATION, DEVELOPMENT AND MANAGEMENT OF CYBERSECURITY PROJECTS AND THE DHS CYBER PILOT PROGRAM	\$800,000.00	\$2,179,373.13	09/30/2011	09/29/2013	FIRM FIXED PRICE
25	C & D ENTERPRISES, INC.	GUARD SERVICES	\$1,055,913.82	\$1,055,913.82	05/24/2011	09/30/2011	LABOR HOURS
26	C & D ENTERPRISES, INC.	GUARD SERVICES	\$1,126,069.64	\$1,126,069.64	05/26/2011	05/31/2014	FIRM FIXED PRICE
27	C & D SECURITY MGMT INC	GUARD SERVICES	\$4,860,728.75	\$4,860,728.75	08/30/2011	09/30/2013	LABOR HOURS
28	C & D SECURITY MGMT INC	GUARD SERVICES	\$1,419,311.29	\$1,419,311.29	09/14/2011	09/30/2013	LABOR HOURS
29	CACHISS, INC	PSCD TASK ORDER- FOB SUPPORT SERVICES	\$2,895,920.00	\$13,702,610.00	01/01/2011	12/31/2013	LABOR HOURS
30	CELLCO PARTNERSHIP DBA VERIZON WIRELESS	TELECOMMUNICATIONS SERVICES	\$1,054,435.68	\$1,054,435.68	04/07/2011	02/20/2012	LABOR HOURS
31	COASTAL INTERNATIONAL	GUARD SERVICES	\$34,201,696.12	\$34,201,696.12	03/31/2011	01/31/2017	LABOR HOURS

	Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
	SECURITY, INC.						
32	COASTAL INTERNATIONAL SECURITY, INC.	GUARD SERVICES	\$1,526,103.68	\$1,526,103.68	06/14/2011	09/30/2011	LABOR HOURS
33	COASTAL INTERNATIONAL SECURITY, INC.	GUARD SERVICES	\$348,006.30	\$1,877,228.22	07/14/2011	09/30/2012	LABOR HOURS
34	COASTAL INTERNATIONAL SECURITY, INC.	GUARD SERVICES	\$4,517,940.08	\$4,517,940.08	09/14/2011	06/30/2012	LABOR HOURS
35	DTM CORPORATION	GUARD SERVICES	\$3,945,503.05	\$3,945,503.05	01/04/2011	01/04/2013	FIRM FIXED PRICE
36	DUN & BRADSTREET, INC.	DUN AND BRADSTREET DATA	\$674,073.50	\$1,392,868.31	12/30/2010	06/01/2013	FIRM FIXED PRICE
37	ENVIRONMENTAL SYSTEMS RESEARCH FEDERAL MANAGEMENT SYSTEMS, INC.	OPERATIONS SUPPORT BRANCH: GEOSPATIAL SERVICES AND SUPPORT FUNDING FOR FINANCIAL MANAGEMENT SUPPORT SERVICES (BPA)	\$1,380,711.40	\$3,239,392.93	07/22/2011	07/08/2012	TIME AND MATERIALS
38	FLEISHMAN-HILLARD, INC.	STRATEGIC AWARENESS AND OUTREACH SUPPORT SERVICES	\$1,097,522.60	\$1,097,522.60	01/31/2011	01/31/2016	FIRM FIXED PRICE
39	GONZALES CONSULTING SERVICES, INC.	DISPATCH AND ALARM MONITORING SERVICES AT THE DENVER MEGACENTER	\$1,445,688.48	\$9,678,054.05	12/30/2010	12/26/2014	TIME AND MATERIALS
40	GONZALES CONSULTING SERVICES, INC.	DISPATCH SERVICES FOR THE DENVER MEGA CENTER	\$2,253,286.03	\$2,253,286.03	11/30/2010	05/31/2013	LABOR HOURS
41	JENKINS SECURITY CONSULTANTS, INC.	GUARD SERVICES	\$1,108,910.07	\$2,099,182.06	05/31/2011	05/31/2013	LABOR HOURS
42	JENKINS SECURITY CONSULTANTS, INC.	GUARD SERVICES	\$1,108,910.07	\$1,108,910.07	11/24/2010	11/30/2011	LABOR HOURS
43	JENKINS SECURITY CONSULTANTS, INC.	GUARD SERVICES	\$1,541,838.56	\$1,541,838.56	10/29/2010	10/31/2013	FIRM FIXED PRICE
44	JENKINS SECURITY CONSULTANTS, INC.	GUARD SERVICES	\$2,202,988.33	\$2,202,988.33	12/07/2010	09/30/2011	FIRM FIXED PRICE

	Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
	INC.						
45	JENKINS SECURITY CONSULTANTS, INC.	GUARD SERVICES	\$1,841,983.27	\$1,841,983.27	09/20/2011	09/30/2013	FIRM FIXED PRICE
46	JRD & ASSOCIATES, INC.	WORKFORCE IMPLEMENTATION SUPPORT	\$1,131,260.04	\$3,944,911.16	04/30/2011	05/31/2014	FIRM FIXED PRICE
47	PROTECTIVE SERVICE, INC.	GUARD SERVICES	\$5,942,109.12	\$5,942,109.12	11/01/2010	09/30/2014	LABOR HOURS
48	KNIGHT PROTECTIVE SERVICE, INC.	GUARD SERVICES	\$1,305,604.62	\$1,305,604.62	09/27/2011	11/30/2011	FIRM FIXED PRICE
49	LAFAYETTE GROUP INC	EXTERNAL AFFAIRS SUPPORT FOR OEC	\$881,545.34	\$3,008,328.21	09/01/2011	08/31/2014	TIME AND MATERIALS
50	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$4,063,196.56	\$4,063,196.56	11/23/2010	11/30/2012	FIRM FIXED PRICE
51	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$0.00	\$23,032,335.00	04/15/2011	10/31/2012	LABOR HOURS
52	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$527,463.60	\$2,241,051.20	06/08/2011	09/30/2012	LABOR HOURS
53	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$0.00	\$39,201,833.19	07/01/2011	03/31/2017	FIRM FIXED PRICE
54	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$1,095,474.37	\$4,619,375.75	07/28/2011	09/30/2012	LABOR HOURS
55	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$0.00	\$43,665,158.00	08/09/2011	03/31/2017	FIRM FIXED PRICE
56	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$2,303,515.44	\$2,303,515.44	09/20/2011	09/30/2012	FIRM FIXED PRICE
57	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$1,420,383.36	\$1,420,383.36	09/20/2011	04/30/2012	LABOR HOURS

	Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
58	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$7,562,509.56	\$7,562,509.56	09/27/2011	09/30/2012	FIRM FIXED PRICE
59	MASTER SECURITY COMPANY, LLC	GUARD SERVICES	\$6,879,145.95	\$6,879,145.95	09/29/2011	03/31/2017	FIRM FIXED PRICE
60	MCCLENDON, LLC	INFORMATION SHARING AND BOMBING POLICY SUPPORT INDEFINITE DELIVERY INDEFINITE QUANTITY CONTRACT.	\$0.00	\$37,404,025.00	01/18/2011	04/27/2016	ORDER DEPENDENT (IDV ALLOWS PRICING ARRANGEMENT TO BE DETERMINED SEPARATELY FOR EACH ORDER)
61	MCCLENDON, LLC	SUPPORT SERVICES FOR THE COLLECTION, TRANSLATION, AND ANALYSIS OF COLLECTED OPEN SOURCE MATERIALS.	\$502,448.40	\$10,648,384.45	03/15/2011	03/14/2016	FIRM FIXED PRICE
62	MCCLENDON, LLC	NEW TASK ORDER HSHQDC-11-J-00112	\$334,793.50	\$5,689,166.63	03/24/2011	07/24/2011	FIRM FIXED PRICE
63	MCCLENDON, LLC	TRIPWIRE AND TRIPWIRE COMMUNITY GATEWAY O&M COTR: WILLIAM COOPER	\$799,999.72	\$1,570,160.87	05/03/2011	05/03/2012	FIRM FIXED PRICE
64	MOTOROLA SOLUTIONS, INC.	ROUTER MAINTENANCE AND MONITORING	\$850,212.00	\$1,062,765.00	04/28/2011	07/27/2012	FIRM FIXED PRICE
65	NANOTEL INC	FPS NATIONAL WEAPONS DETECTION TRAINING PROGRAM COMPUTER WEB-BASED TRAINING FOR PROTECTIVE SECURITY OFFICER (PSO) SCREENERS	\$878,999.96	\$2,301,057.80	02/16/2011	02/15/2016	FIRM FIXED PRICE
66	NCS TECHNOLOGIES INCORPORATED	TIBCO ENTERPRISE MESSAGE SERVICE AND MAINTENANCE	\$21,556,773.04	\$23,356,951.79	06/03/2011	02/06/2013	FIRM FIXED PRICE
67	OFORI AND ASSOCIATES PC	FINANCIAL SERVICES: INTERNAL CONTROL AND SUPPORT SERVICES	\$446,857.20	\$1,942,904.80	09/28/2011	09/29/2014	LABOR HOURS
68	OMNIPLEX WORLD SERVICES	GUARD SERVICES	\$156,057.12	\$1,036,253.16	12/22/2010	11/30/2012	LABOR HOURS

	Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
	CORPORATION						
69	PARAGON SYSTEMS, INC	GUARD SERVICES	\$0.00	\$51,317,030.68	05/17/2011	09/30/2016	FIRM FIXED PRICE
70	PARAGON SYSTEMS, INC	GUARD SERVICES	\$3,301,843.76	\$3,301,843.76	06/30/2011	09/30/2011	LABOR HOURS
71	PARAGON SYSTEMS, INC	GUARD SERVICES	\$9,258,483.84	\$9,258,483.84	09/26/2011	09/30/2012	FIRM FIXED PRICE
72	PERFORMANCE EXCELLENCE PARTNERS INC	OEC PROFESSIONAL SUPPORT SERVICES	\$465,341.00	\$2,673,789.00	09/20/2011	05/20/2014	FIRM FIXED PRICE
73	REGENTS OF THE UNIVERSITY OF MINNESOTA	PR IS TO ESTABLISH A TASK ORDER UNDER BOA# HSHQDC-10-D-00031. COTR: TIFFANY SAMPSON	\$400,562.00	\$1,589,651.00	09/08/2011	12/11/2015	FIRM FIXED PRICE
74	SAM, INC.	PROFESSIONAL SUPPORT SERVICES FOR THE OEC REGIONAL COORDINATION PROGRAM	\$386,138.34	\$2,087,391.93	09/29/2011	09/29/2014	TIME AND MATERIALS
75	SCIENCE APPLICATIONS INTERNATIONAL CORPORATION	CIP, STANDARD, MODELING, NXGEN	\$7,724,137.13	\$15,710,403.76	02/10/2011	02/10/2013	COST PLUS FIXED FEE
76	SECTEK, INC.	GUARD SERVICES	\$1,702,387.05	\$1,702,387.05	09/07/2011	03/31/2014	LABOR HOURS
77	SECURITY CONSULTANTS GROUP INC	GUARD SERVICES	\$5,327,359.07	\$5,327,359.07	12/01/2010	11/30/2015	FIRM FIXED PRICE
78	SECURITY CONSULTANTS GROUP INC	GUARD SERVICES	\$4,485,989.80	\$4,485,989.80	06/14/2011	09/30/2011	FIRM FIXED PRICE
79	SECURITY CONSULTANTS GROUP INC	GUARD SERVICES	\$1,037,692.44	\$1,037,692.44	07/21/2011	07/31/2012	LABOR HOURS
80	SECURITY CONSULTANTS GROUP INC	GUARD SERVICES	\$1,135,479.78	\$1,135,479.78	07/27/2011	09/30/2011	LABOR HOURS
81	SECURITY CONSULTANTS GROUP INC	GUARD SERVICES	\$5,481,160.44	\$5,481,160.44	09/21/2011	07/31/2012	FIRM FIXED PRICE
82	TW AND	GUARD SERVICES	\$9,089,546.65	\$9,089,546.65	10/19/2010	09/30/2011	FIRM FIXED PRICE

	Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Contract Type
	COMPANY INCORPORATED US						
83	INVESTIGATIONS SERVICES, PROFESSIONAL SERVICES DIVISION, INC.	PERSONNEL SECURITY FOLLOW ON NON-ARRA PORTION OF FUNDING 4 MONTHS	\$1,234,281.95	\$1,234,281.95	06/30/2011	06/30/2016	FIRM FIXED PRICE
84	INVESTIGATIONS SERVICES, PROFESSIONAL SERVICES DIVISION, INC.	USIS PERSONNEL SECURITY BPA CALL 10/1/2011-6/30/2012	\$1,622,107.53	\$1,622,107.53	09/23/2011	06/30/2016	FIRM FIXED PRICE
85	WHITESTONE GROUP, INC. THE	GUARD SERVICES	\$1,374,467.66	\$1,374,467.66	01/31/2011	01/31/2014	LABOR HOURS
SA1	Verizon Federal Network Sys	Nest Contract 1 TO 1	\$9,443,391.00	\$9,443,391.00	07/13/2011	04/12/2012	CPIFF
SA2	Level 3 Communications	Nest Contract 2 TO 1	\$7,936,383.60	\$7,936,384.00	09/22/2011	09/21/2014	FP
SA3	Qwest Government Services	Nest Contract 3 TO 1	\$8,283,912.01	\$8,283,912.00	09/28/2011	09/28/2014	FP
SA4	AT&T Corp.	Nest Contract 4 TO 1	\$11,050,330.00	\$11,050,330.00	09/30/2011	09/30/2014	CPIFF

Question: Please provide for the record a list of all NPPD contracts, grants and other transactions where work is performed outside of the United States. Organize by contractor, purpose, dollar award, full performance value, contract start date, and contract end date.

ANSWER: NPPD entered into one contract in Puerto Rico. The details for the contract are provided in the table below.

NPPD Work Performed Outside of U.S.

	Contractor	Purpose	Award Amount	Full Performance Value	Start Date	Completion Date	Principal Place of Performance
1	PUERTO RICO ALARM SYSTEMS INC.	REPLACEMENT 16-CH DVR AT GSA CTR. GUAYNABO PR 00965.	\$3,995.00	\$3,995.00	05/20/2011	06/24/2011	PUERTO RICO

Reception and Representation

Question: How does NPPD plans to utilize its reception and representation expenses in 2013? To date, how much has been spent in 2011 and what is the plan for the remainder of the fiscal year? Please provide details on each expenditure.

ANSWER: NPPD has spent a total of \$3,676 to date in FY 2012.

- \$312 for a meeting for the President's National Security Telecommunications Advisory Committee (NSTAC).
- \$2,005 for DHS/NPPD coins for the Under Secretary to provide foreign dignitaries as mementos on his travels abroad.
- \$960 for a meeting (Enduring Security) and reception hosted by the Deputy Secretary.
- \$399 for a meeting (Infrastructure Security and DHS grant programs) with the Mayor of Los Angeles.
- NPPD's plan for the remainder of the fiscal year is to utilize the FY 2012 remaining balance available to support Advisory Committee meetings.

Plans for FY 2013 reception and representation expenses include continued support to the Advisory Committee meetings, hosting of foreign dignitaries, and cybersecurity outreach efforts with the private sector.

Bonuses

Question: Please provide a table showing how much is requested in the 2013 budget for bonuses for NPPD SES employees and NPPD non-SES employees.

ANSWER: Please see the table below.

NPPD Bonuses Budgeted in FY 2013

Appropriation	SES Bonuses	Non-SES Bonuses	Total
Management & Administration	\$188,813	\$230,054	\$418,867
Infrastructure Protection and Information Security	\$197,084	\$1,354,623	\$1,551,707
Federal Protective Service	\$57,990	\$1,142,323	\$1,200,312
Total	\$443,887	\$2,727,001	\$3,170,887

Question: Please list all NPPD SES bonuses provided in 2011 by position, office, and bonus amount.

ANSWER: Please see the table below.

NPPD SES Bonuses in 2011

Office	Position Title	2011 Bonus (\$)
CS&C	Deputy Assistant Secretary, Cyber Security & Communications	8,255
CS&C	Deputy Director, National Cyber Security Division	14,242
CS&C	Director, Federal Network Security	14,850
CS&C	Deputy Director, National Cyber Security Center	8,737
CS&C	Director, US-CERT Operations	8,008
CS&C	Director, Critical Infrastructure Cyber Protection and Awareness	15,638
CS&C	Technology Officer, Cyber Security & Communications	15,715
CS&C	Director, National Communications System	7,617
CS&C	Director, Office of Emergency Communications	7,215
FPS	Deputy Director, Federal Protective Service	14,278
FPS	Senior Law Enforcement Liaison	8,862
FPS	Assistant Director, FPS Operations	6,000
FPS	Assistant Director, Northeast Regional Field Operations	6,000
FPS	Assistant Director, Washington Metro Field Operations	6,000
IP	Director, Sector Specific Agency Executive Management Office	8,145
IP	Principal Deputy Assistant Secretary for Infrastructure Protection	17,461
IP	Director, Partnership and Outreach Division	8,785
IP	Deputy Assistant Secretary for Infrastructure Protection	17,083
OUS	Director, Budget, Finance and Acquisition	14,156
OUS	Director, Professional Development	8,986
OUS	Director, Resource Administration	16,173
OUS	Senior Counselor to the Under Secretary	8,954
RMA	Director, Risk Management and Analysis	8,970
US-VISIT	Deputy Director, US-VISIT Program	16,135
US-VISIT	Director, US-VISIT Program	8,920

Question: Please list by office and pay grade level the number of NPPD non-SES employees who received a bonus or quality step increase (qsi) in 2010, the total bonus/qsi expenditures for the particular office and pay grade, and the total number of employees in the office and pay grade.

ANSWER: Please see the table below.

NPPD Non-SES Bonuses and QSI

	Grade	Total No. of Employees As of 5/10/12*	Total No. of Bonuses	Total Award Amount	QSI
CS&C	3	2			
CS&C	5	2			
CS&C	7	2	2	\$1,879	
CS&C	8	3	1	\$1,823	
CS&C	9	12	9	\$12,261	
CS&C	10	1	2	\$3,103	
CS&C	11	31	26	\$53,292	
CS&C	12	43	30	\$66,581	
CS&C	13	77	58	\$139,163	3
CS&C	14	164	131	\$374,209	1
CS&C	15	113	100	\$320,501	4
CS&C	Totals	450	358	\$972,813	8
FPS	5	3	1	\$800	
FPS	6	2	4	\$7,867	
FPS	7	9	20	\$25,608	
FPS	8	27	55	\$90,701	1
FPS	9	44	103	\$179,173	
FPS	10	7	6	\$8,567	
FPS	11	81	230	\$419,902	
FPS	12	590	923	\$1,829,184	3
FPS	13	288	348	\$715,300	3
FPS	14	134	137	\$335,771	2
FPS	15	33	37	\$137,548	
FPS	Totals	1,218	1,864	\$3,750,421	9
IP	7	1	3	\$9,118	
IP	9	18	9	\$18,100	
IP	11	24	29	\$53,285	
IP	12	73	60	\$141,816	
IP	13	200	178	\$387,744	3
IP	14	208	217	\$512,319	5
IP	15	76	88	\$259,775	1
IP	Totals	600	584	\$1,382,156	9

	Grade	Total No. of Employees As of 5/10/12*	Total No. of Bonuses	Total Award Amount	QSI
OUS	3	1	2	\$1,300	
OUS	4	1			
OUS	5	2	1	\$914	
OUS	7	1			
OUS	9	6	3	\$4,681	
OUS	11	11	6	\$10,685	
OUS	12	16	18	\$31,354	
OUS	13	45	30	\$76,316	2
OUS	14	34	22	\$75,096	
OUS	15	33	24	\$104,322	2
OUS	Totals	150	106	\$304,668	4
RMA	9		1	\$1,400	
RMA	11		3	\$5,600	
RMA	12		5	\$10,200	
RMA	13		13	\$28,200	
RMA	14		5	\$13,100	
RMA	15		7	\$24,684	1
RMA	Totals	0	34	\$83,184	1
US-VISIT	3		1	\$750	
US-VISIT	4	1			
US-VISIT	5	6	9	\$5,892	
US-VISIT	7	20	1	\$1,200	
US-VISIT	8	2	21	\$20,631	
US-VISIT	9	27	38	\$51,889	
US-VISIT	11	46	32	\$44,150	
US-VISIT	12	38	49	\$80,538	
US-VISIT	13	50	69	\$121,640	1
US-VISIT	14	77	100	\$228,352	
US-VISIT	15	47	76	\$185,285	2
US-VISIT	Totals	314	396	\$740,327	3

* RMA was dissolved on 3/31/12, staff was transferred to Policy and other NPPD offices.

Unobligated Balances

Question: Please provide unobligated balances within NPPD, by appropriation account, and when you anticipate that they will be expended.

ANSWER: Please see the table below.

NPPD Unobligated Balances

Program/Activity	Unobligated Authority (\$000s) as of 5/7/12	Planned Obligation Date
Management and Administration		
Account 70 12 0566:		
Directorate Administration	\$13,338	Obligate 99.8% by 9/30/2012
A/S Cyber Security & Communications	\$195	Obligate 99.8% by 9/30/2012
A/S Infrastructure Protection	\$4,394	Obligate 99.8% by 9/30/2012
Subtotal	\$17,927	
Infrastructure Protection and Information Security		
Account 70 12 0565:		
Infrastructure Analysis and Planning	\$48,219	Obligate 99.8% by 9/30/2012
Sector Management and Governance	\$44,060	Obligate 99.8% by 9/30/2012
Regional Field Operations	\$31,548	Obligate 99.8% by 9/30/2012
Infrastructure Security Compliance	\$53,661	Obligate 99.8% by 9/30/2012
Cyber Security Coordination	\$3,339	Obligate 99.8% by 9/30/2012
US-CERT Operations	\$62,759	Obligate 99.8% by 9/30/2012
Federal Network Security	\$30,059	Obligate 99.8% by 9/30/2012
Network Security Deployment	\$21,976	Obligate 99.8% by 9/30/2012
Critical Infrastructure Cyber Protection & Awareness	\$25,861	Obligate 99.8% by 9/30/2012
Global Cyber Security Management	\$18,481	Obligate 99.8% by 9/30/2012
Business Operations	\$8,095	Obligate 99.8% by 9/30/2012
Priority Telecommunications Service	\$32,820	Obligate 99.8% by 9/30/2012
Next Generation Networks	\$17,706	Obligate 99.8% by 9/30/2012
Programs to Study & Enhance Telecommunications	\$6,807	Obligate 99.8% by 9/30/2012
Critical Infrastructure Protection	\$4,913	Obligate 99.8% by 9/30/2012
Office of Emergency Communications	\$36,609	Obligate 99.8% by 9/30/2012
Subtotal	\$446,913	
Account 70 12/13 0565:		
Infrastructure Security Compliance	\$19,155	Obligate 90% by 9/30/2012, remaining 9.5% by 12/31/2012
Network Security Deployment	\$110,838	Obligate 90% by 9/30/2012, remaining 9.5% by 12/31/2012
Subtotal	\$129,993	

Program/Activity	Unobligated Authority (\$000s) as of 5/7/12	Planned Obligation Date
Infrastructure Protection and Information Security		
Account 70 11/12 0565:		
Identification and Analysis	\$343	Obligate \$250K by 9/30/2012, remaining balance for contingencies
Coordination and Information Sharing	\$1,491	Obligate by 9/30/2012
Risk Reduction (Mitigation Programs)	\$12,448	Obligate by 9/30/2012
US-CERT	\$36	Remaining small balance for contingencies
Strategic Initiatives	\$25	Remaining small balance for contingencies
Outreach and Programs	\$112	Remaining small balance for contingencies
Priority Telecommunications Services	\$2	Remaining small balance for contingencies
Programs to Study and Enhance Telecommunications	\$65	Remaining small balance for contingencies
Critical Infrastructure Protection Programs	\$172	Remaining small balance for contingencies
Next Generation Networks	\$67	Remaining small balance for contingencies
Office of Emergency Communications	\$1,658	Obligate by 9/30/2012
Subtotal	\$16,420	
Account 70 X 0565:		
Office of Emergency Communications	\$1,607	Obligate by 9/30/2014

Program/Activity	Unobligated Authority (\$000s) as of 5/7/12	Planned Obligation Date
US-VISIT		
Account 70 X 0521:		
US-VISIT	\$4,150	Obligate by 9/30/2012
Account 70 12 0521:		
US-VISIT	\$70,979	Obligate by 9/30/2012
Account 70 12/14 0521:		
US-VISIT	\$2,829	Obligate by 9/30/2012
Federal Protective Service		
Account 70 X 0542:		
Basic security	\$90,520	Obligate by 9/30/2012
Building-specific security	\$69,414	Obligate by 9/30/2012
Reimbursable Security Fees (contract guard services)	\$87,664	Obligate by 9/30/2012
Subtotal	\$247,598	
GRAND TOTAL	\$938,416	

Travel

Question: Please provide for the record a table that shows all funds expended by NPPD political employees for travel in 2011. Include name of individual traveling, purpose of travel, location(s) visited, and total cost.

ANSWER: Please see the table below.

NPPD Travel – Political Employees

Traveler	Purpose	Begin Date	End Date	Destination	Total Cost
BELAND, MICHAEL	INFORMATIONAL MTG	10/11/2010	10/13/2010	CHICAGO, IL	\$925.65
BELAND, MICHAEL	OTHER	12/4/2010	12/8/2010	SAN DIEGO, CA	\$1,464.35

Traveler	Purpose	Begin Date	End Date	Destination	Total Cost
BELAND, MICHAEL	OTHER	11/29/2010	11/30/2010	CHICAGO, IL	\$737.17
BELAND, MICHAEL	CONFERENCE	3/22/2011	3/24/2011	BOSTON, MA	\$756.17
BELAND, MICHAEL	SITE VISIT	5/10/2011	5/10/2011	HAMILTON, NJ	\$292.27
BELAND, MICHAEL	CONFERENCE	8/24/2011	8/27/2011	CONCORD, NH	\$701.91
BELAND, MICHAEL	SPEECH/PRESENTATION	9/26/2011	9/27/2011	CHICAGO, IL	\$559.78
Total, Michael Beland					\$5,437.30

MCCONNELL, BRUCE	SPEECH/PRESENTATION	10/3/2010	10/6/2010	SAN FRANCISCO, CA	\$1,525.54
MCCONNELL, BRUCE	CONFERENCE	10/24/2010	10/25/2010	WILLIAMSBURG, VA	\$520.25
MCCONNELL, BRUCE	INVITATIONAL TRAVEL	10/28/2010	10/28/2010	HARTFORD, CT	\$1,182.98
MCCONNELL, BRUCE	SPEECH/PRESENTATION	11/21/2010	11/22/2010	BOSTON, MA	\$441.17
MCCONNELL, BRUCE	INFORMATIONAL MTG	12/16/2010	12/16/2010	NEW YORK, NY	\$39.27
MCCONNELL, BRUCE	SPEECH/PRESENTATION	2/15/2011	2/17/2011	SAN FRANCISCO, CA	\$1,152.17
MCCONNELL, BRUCE	SPEECH/PRESENTATION	2/6/2011	2/9/2011	LOS ANGELES, CA	\$886.77
MCCONNELL, BRUCE	FOREIGN TRAVEL	1/9/2011	1/14/2011	BRUSSELS, FC	\$2,868.06

Traveler	Purpose	Begin Date	End Date	Destination	Total Cost
MCCONNELL, BRUCE	FOREIGN TRAVEL	5/10/2011	5/14/2011	NEW DELHI, FC	\$6,235.77
MCCONNELL, BRUCE	SPEECH/PRESENTATION	3/22/2011	3/22/2011	ATLANTA, GA	\$34.26
MCCONNELL, BRUCE	SPEECH/PRESENTATION	4/20/2011	4/21/2011	DENVER, CO	\$9.34
MCCONNELL, BRUCE	CONFERENCE	4/25/2011	4/25/2011	SAN FRANCISCO, CA	\$514.22
MCCONNELL, BRUCE	FOREIGN TRAVEL	5/24/2011	5/28/2011	NEW DELHI, FC	\$1,574.24
MCCONNELL, BRUCE	FOREIGN TRAVEL	7/16/2011	7/21/2011	DEHLI, FC	\$7,777.10
MCCONNELL, BRUCE	CONFERENCE	8/2/2011	8/3/2011	LAS VEGAS, NV	\$1,348.08
MCCONNELL, BRUCE	CONFERENCE	9/7/2011	9/7/2011	CHICAGO, IL	\$633.27
MCCONNELL, BRUCE	SPEECH/PRESENTATION	9/28/2011	9/28/2011	DALLAS, TX	\$751.93
Total, Bruce McConnell					\$27,494.42

BEERS, ROBERT	CONFERENCE	10/7/2010	10/8/2010	KNOXVILLE, TN	\$10.03
BEERS, ROBERT	FOREIGN TRAVEL	10/5/2010	10/9/2010	DUBAI, FC	\$35.59
BEERS, RAND	FOREIGN TRAVEL	11/29/2010	11/29/2010	MEXICO CITY, D.F., FC	\$1,583.65
BEERS, RAND	FOREIGN TRAVEL	12/5/2010	12/7/2010	ANKARA, FC	\$7,823.07

Traveler	Purpose	Begin Date	End Date	Destination	Total Cost
BEERS, RAND	OTHER	12/10/2010	12/11/2010	EMMITSBURG, MD	\$141.01
BEERS, RAND	FOREIGN TRAVEL	1/25/2011	1/28/2011	DOHA, FC	\$5,860.67
BEERS, RAND	FOREIGN TRAVEL	3/7/2011	3/11/2011	ABU DHABI, FC	\$15,280.97
BEERS, RAND	FOREIGN TRAVEL	6/20/2011	6/23/2011	PARIS, FC; AMSTERDAM, FC; THE HAGUE, FC; ROTTERDAM, FC; BRUSSELS, FC	\$8,522.97
BEERS, RAND	FOREIGN TRAVEL	9/12/2011	9/12/2011	MONTREAL, FC	\$1,685.77
Total, Rand Beers					\$40,943.73

DURKOVICH, CAITLIN	CONFERENCE	10/7/2010	10/8/2010	KNOXVILLE, TN	\$1,389.32
DURKOVICH, CAITLIN	CONFERENCE	11/29/2010	11/30/2010	CHARLESTON, SC	\$2,156.67
DURKOVICH, CAITLIN	FOREIGN TRAVEL	6/5/2011	6/11/2011	BUDAPEST, FC	\$5,148.80
DURKOVICH, CAITLIN	INFORMATIONAL MTG	8/25/2011	8/25/2011	KANSAS CITY, MO	\$560.42
Total, Caitlin Durkovich					\$9,255.21

REITINGER, PHILIP	CONFERENCE	10/4/2010	10/6/2010	SAN FRANCISCO, CA	\$1,831.85
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Traveler	Purpose	Begin Date	End Date	Destination	Total Cost
REITINGER, PHILIP	CONFERENCE	2/15/2011	2/17/2011	SAN FRANCISCO, CA	\$3,183.83
REITINGER, PHILIP	CONFERENCE	3/28/2011	3/29/2011	FARMINGTON, PA	\$240.33
REITINGER, PHILIP	SPEECH/PRESENTATION	5/12/2011	5/13/2011	DALLAS, TX	\$1,199.17
Total, Philip Reiting					\$6,455.18

SCHAFFER, GREGORY	SPEECH/PRESENTATION	10/18/2010	10/20/2010	TALLAHASSEE, FL	\$976.55
SCHAFFER, GREGORY	CONFERENCE	12/5/2010	12/6/2010	ATLANTA, GA	\$792.67
SCHAFFER, GREGORY	INFORMATIONAL MTG	11/30/2010	12/2/2010	BOULDER, CO	\$1,633.17
SCHAFFER, GREGORY	TRAINING ATTENDANCE	2/3/2011	2/4/2011	EMMITSBURG, MD	\$277.69
SCHAFFER, GREGORY	CONFERENCE	2/14/2011	2/18/2011	SAN FRANCISCO, CA	\$1,253.77
SCHAFFER, GREGORY	FOREIGN TRAVEL	2/22/2011	2/26/2011	MOSCOW, FC	\$3,647.97
SCHAFFER, GREGORY	SPEECH/PRESENTATION	4/8/2011	4/9/2011	SAN ANTONIO, TX	\$9.34
SCHAFFER, GREGORY	CONFERENCE	5/8/2011	5/11/2011	ATLANTA, GA	\$1,317.17
SCHAFFER, GREGORY	CONFERENCE	4/14/2011	4/14/2011	CHICAGO, IL	\$424.67
SCHAFFER, GREGORY	INFORMATIONAL MTG	5/25/2011	5/27/2011	LOS ANGELES, CA	\$773.57

Traveler	Purpose	Begin Date	End Date	Destination	Total Cost
SCHAFFER, GREGORY	CONFERENCE	8/8/2011	8/11/2011	NASHVILLE, TN	\$1,010.38
SCHAFFER, GREGORY	SPEECH/PRESENTATION	9/19/2011	9/21/2011	DOVER, DE	\$837.42
SCHAFFER, GREGORY	SITE VISIT	9/28/2011	9/30/2011	IDAHO FALLS, ID	\$1,871.07
Total, Gregory Schaffer					\$14,825.44

KEIL, TODD	INFORMATIONAL MTG	10/5/2010	10/11/2010	DALLAS, TX	\$2,344.05
KEIL, TODD	CONFERENCE	10/13/2010	10/17/2010	DALLAS, TX	\$1,452.64
KEIL, TODD	SPEECH/PRESENTATION	12/4/2010	12/8/2010	SAN DIEGO, CA	\$1,818.57
KEIL, TODD	CONFERENCE	11/12/2010	11/14/2010	NEW YORK, NY	\$1,327.25
KEIL, TODD	OTHER	1/21/2011	1/27/2011	CHICAGO, IL	\$1,673.87
KEIL, TODD	SITE VISIT	2/2/2011	2/10/2011	MINNEAPOLIS, MN	\$1,441.57
KEIL, TODD	CONFERENCE	2/25/2011	3/2/2011	HOUSTON, TX	\$1,848.87
KEIL, TODD	SITE VISIT	4/3/2011	4/5/2011	NEW YORK CITY, NY	\$1,083.27
KEIL, TODD	CONFERENCE	4/11/2011	4/12/2011	PHILADELPHIA, PA	\$34.26
KEIL, TODD	SPEECH/PRESENTATION	4/29/2011	4/30/2011	ELIZABETH, NJ	\$575.27

Traveler	Purpose	Begin Date	End Date	Destination	Total Cost
KEIL, TODD	OTHER	3/27/2011	3/28/2011	LOS ANGELES, CA	\$886.17
KEIL, TODD	SPEECH/PRESENTATION	4/17/2011	4/20/2011	SEATTLE, WA	\$1,401.87
KEIL, TODD	SITE VISIT	5/3/2011	5/4/2011	MILWAUKEE, WI	\$692.67
KEIL, TODD	OTHER	5/4/2011	5/6/2011	SAN DIEGO, CA	\$866.57
KEIL, TODD	CONFERENCE	6/8/2011	6/10/2011	CHICAGO, IL	\$908.17
KEIL, TODD	CONFERENCE	6/20/2011	6/24/2011	LAS VEGAS, NV	\$1,978.07
KEIL, TODD	CONFERENCE	7/5/2011	7/7/2011	BOSTON, MA	\$932.17
KEIL, TODD	CONFERENCE	8/23/2011	8/25/2011	NEW YORK CITY, NY	\$1,078.27
KEIL, TODD	INFORMATIONAL MTG	8/31/2011	9/1/2011	OTTAWA, FC	\$1,524.77
KEIL, TODD	CONFERENCE	9/20/2011	9/22/2011	ORLANDO, FL	\$842.67
Total, Todd Keil					\$24,711.02

NPPD Field Offices

Question: Provide for the record a list of NPPD office locations as of September 30, 2011. Does NPPD plan to add any offices in 2011 or 2012?

ANSWER: Attachment A contains a list of office locations as of September 30, 2011. NPPD plans to add one office (Philadelphia, PA) in FY 2012 that is highlighted in red.

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE David Price

**Under Secretary Rand Beers
National Protection and Programs Directorate (NPPD)**

Committee on Appropriations
Subcommittee on Homeland Security
FY 2013 Budget Request – NPPD
March 1, 2012

Cyber Security Capability Improvements:

Question: The 2013 budget requests \$202 million for new cyber security capability improvements and the ability to transfer these funds to other Federal agencies. The justification explains that funding will be allocated to the highest priority cyber security vulnerabilities, based on quarterly Federal Information Security Management reporting, onsite assessments made during fiscal years 2011 and 2012, and US-CERT threat information. Under Secretary Beers, based on the information you have already been collecting, which agencies have the most significant vulnerabilities and capabilities most at risk? And what steps, if any, have you already taken to address those vulnerabilities?

ANSWER: As evidenced in the Office of Management and Budget (OMB) FY 2011 Federal Information Security Management Act (FISMA) report to Congress, the Department of Homeland Security (DHS) has made tremendous strides in improving agency cybersecurity defenses; however, more work remains. DHS has driven numerous improvements through a variety of activities, including:

1. Defining outcome-focused metrics and assessing agencies against those metrics to baseline their cybersecurity posture and measure ongoing improvements.
2. Conducting CyberStat reviews of agencies, in partnership with OMB and the National Security Staff (NSS), and assisting them in addressing barriers to making progress more quickly. These activities have driven better accountability, focus, and ideas for eliminating barriers and improving defenses.
3. Providing mechanisms such as technical reference architectures and blanket purchase agreements that assist agencies in overcoming technical and funding barriers.
4. Providing detailed scorecards to agencies through the President's Management Council, highlighting their performance in key cybersecurity priority areas and targets to be achieved within upcoming fiscal years.
5. Chartering and supporting technical Tiger Teams to improve agency performance in specific capability areas.

Following the OMB submission of the FISMA report to Congress, DHS reviews the agencies' FISMA and Inspector General Reports. DHS then schedules CyberStat Reviews with some Departments. The CyberStat Review session allows participants to reach a consensus for corrective actions required by the selected Department that are designed to improve overall performance at the agency level. This activity is a combined review and planning effort involving OMB, NSS, and DHS to improve the security posture and resiliency of the selected Departments. This year, DHS has conducted seven CyberStat Reviews with the following Departments: United States Agency for International Development, Small Business Administration, U.S. Department of Agriculture, Office of Personnel Management, Department of Transportation, Department of Labor, and Department of Interior.

Question: Recognizing that the cyber network is only as strong as the weakest link, why should we appropriate these funds to NPPD instead of providing them directly to the other Federal agencies, and include statutory language limiting the use of these funds only to correct their cyber security vulnerabilities and weaknesses in their networks? What are the pros and cons of your proposal compared to what I have just outlined?

ANSWER: The purpose behind the Cybersecurity Capability Improvements funding request is to enable DHS to monitor, diagnose, and warn each agency about its specific cybersecurity vulnerabilities and weaknesses. Increasing, rapidly evolving threats to Federal networks need a faster, more focused response. DHS proposes to deploy proven continuous diagnostics technology, in use since 2003, which finds and permits network operators the ability to fix their worst cyber problems every three days. This approach automates what is now done manually once every three years. The DHS cyber diagnostic strategy will provide government-wide timely, targeted, and prioritized visibility into security issues so that agencies can fix their worst problems first. This substitution of capital for labor increases return on investment and cybersecurity results. Based on prior experience at the Department of State, continuous diagnostics trends, incidents reported to DHS's United States Computer Emergency Readiness Team (US-CERT), and EINSTEIN data, when cross-correlated, will increase the capacity of DHS and each agency to reduce known risks. DHS will be able to inform agencies about what security measures need priority attention with a government-wide view toward risk, allowing for the most efficient local repairs.

While providing these funds directly to other Federal agencies and requiring them to use the resources only to correct their cybersecurity vulnerabilities and weaknesses will ensure that the funds are not used for other competing information technology programs and projects, there is no way to ensure that the funds will be spent in a risk-based prioritized manner. Without a robust continuous diagnostics capability, agencies currently are not in a position to reduce known risks through the most efficient local repairs. The Department's proposed initiative will give the agencies the information they need to most effectively apply the funds that Congress does appropriate to them for the purpose of correcting their cybersecurity vulnerabilities and weaknesses. A uniform and interoperable approach to continuous diagnostics is critical if the Federal Government is going to truly understand government-wide and agency-specific cybersecurity posture. Funding the development of this capability through each agency risks the Government's ability to achieve this uniformity and interoperability. In addition, it may risk the

timeliness of capability deployment and the ability of the Federal Government to obtain the most benefit for taxpayer dollars through bulk purchases, which will enable discounted purchasing.

EINSTEIN 3

Question: The Committee understands that completion of EINSTEIN 3, which will enhance the capabilities of the existing system, is rumored to be delayed as much as up to a full year. Can you explain the reason for the delay? How does this delay impact the capabilities of US-CERT and the entire DHS cyber security function?

ANSWER: NPPD's National Cybersecurity Protection System Program Management Office (PMO) is projecting initial operational capability in late August 2012, which is only 45 days later than its original schedule estimate. The PMO completed a 90-day design phase in Fall 2010 through which essential data from the Internet Service Providers (ISPs) and the National Security Agency (NSA) was provided to DHS to better mitigate potential schedule and costs risks associated with the development and deployment of EINSTEIN 3. Based on the design phase, DHS entered into a sensor development Interagency Agreement (IAA) with NSA in February 2011 and traffic aggregation development contracts with the ISPs in the 4th quarter of FY 2011. Since the award of these contracts, the program has faced two slips that total 45 days. The first was a delay of 30 days in awarding contracts for commercial-off-the-shelf software, which was delayed primarily due to the unavailability of funds during the FY 2011 Continuing Resolution. The second was a 15-day delay in finalizing system design.

Since the above changes to the program schedule were made, DHS has initiated a new EINSTEIN 3 implementation plan in recent weeks to accelerate the delivery of intrusion prevention services to the .gov utilizing a Managed Security Services (MSS) service acquisition and delivery model. In this model, DHS will forgo the implementation of the NSA intrusion prevention system (IPS) sensor technology and acquire IPS as a service from the ISPs. This program change to the sensor technology will not change the requirements for the delivery of .gov traffic aggregation and segregation services nor the requirement to deliver a Top Secret – Sensitive Compartmented Information (TS/SCI) Mission Operating Environment (MOE). Collectively, the new program activities for the delivery of intrusion prevention capabilities are known as EINSTEIN 3 Accelerated (E³A).

While the EINSTEIN 3 deployment will augment significantly the Department's ability to protect the .gov networks, US-CERT still is able to execute other critical mission requirements with tools currently deployed, such as EINSTEIN 1, EINSTEIN 2, and other analytics and information sharing tools.

Question: The second large cyber security increase is \$116.9 million for EINSTEIN 3 (intrusion detection) and EINSTEIN 2.2 deployments (automated machine-to-machine interfaces). Of note, in the testimony we received, on page 9 Assistant Secretary Beers says about the EINSTEIN program: "The program will evolve its service offerings by migrating to a Managed Security Service (MSS) approach for intrusion-prevention services. The evolution of this service will be based on the convergence of a number of existing and near-term intrusion-prevention-services-related initiatives that include EINSTEIN 3 and the Joint Cybersecurity

Services Pilot (previously known as the DIB pilot). These efforts will ensure that Federal cybersecurity capabilities are efficiently keeping pace with cutting-edge technologies and adapting to emerging threats. Under the MSS solution, each internet service provider will provide its own intrusion-prevention services that will conform to certain security, assurance, and communication requirements provided by DHS.” This description appears to be different than how I was last briefed on EINSTEIN 3. How has the program evolved over the past year?

ANSWER: The fundamental requirements of EINSTEIN 3 have not changed over the past year; the mechanism for how the capabilities will be provided is what has evolved. The Program’s EINSTEIN 3 strategy has been to deploy an initial set of intrusion prevention capabilities based on existing government-furnished equipment (GFE) sensor technology from NSA, and eventually to leverage commercial service offerings for that sensor technology and retire the GFE at the appropriate time. At OMB’s direction, DHS conducted an Analysis of Alternatives (AoA) to assess the cost-effectiveness of a Managed Security Services (MSS) solution, and the AoA concluded that an MSS-based approach provides a more viable long-term solution. Fiscal Year 2013 is the timeframe in which DHS planned to begin transition from GFE to MSS.

Since the above changes to the program schedule were made, DHS has initiated a new EINSTEIN 3 implementation plan in recent weeks to accelerate the delivery of intrusion prevention services to the .gov utilizing a Managed Security Services (MSS) service acquisition and delivery model. In this model, DHS will forgo the implementation of the NSA intrusion prevention system (IPS) sensor technology and acquire IPS as a service from the ISPs. This program change to the sensor technology will not change the requirements for the delivery of .gov traffic aggregation and segregation services or the requirement to deliver a Top Secret – Sensitive Compartmented Information (TS/SCI) Mission Operating Environment (MOE). Collectively, the new program activities for the delivery of intrusion prevention capabilities are known as EINSTEIN 3 Accelerated (E³A).

EINSTEIN 2

Question: While DHS funds EINSTEIN 2 (network intrusion detection) for 19 federal agencies, the agencies themselves have to do the engineering for their systems to accept this technology. So some federal agencies are very slow in transitioning their networks. For example, I think Commerce is at 8 percent. Which agencies are transitioning onto EINSTEIN 2 quickly and who is lagging behind? What are the reasons for those that are delinquent?

ANSWER: The FY 2011 Report to Congress on the implementation of FISMA covers agency progress through the end of 2011.

There are currently 18 Trusted Internet Connection Access Providers (TICAP). The Office of the Director of National Intelligence, originally designated as a TICAP, is being removed from the TICAP list because it has moved to the Department of Defense’s .mil network and is, therefore, no longer required to comply with the OMB Trusted Internet Connections (TIC) requirement. As of March 23, 2012, EINSTEIN 2 is deployed and operational at 16 of 18 TICAPs. The two remaining TICAP agencies are the Department of Justice (DOJ) and the Department of Health and Human Services (HHS). The delay in the transition to EINSTEIN 2

for these two agencies is not due to their need to engineer their systems to accept this technology. Rather, DOJ and HHS have very specific legal, privacy, and civil liberties considerations that must be accounted for in their respective Memoranda of Agreement (MOA) due to the sensitive nature of the information that transits their networks. DHS is working closely with both of these agencies and expects that EINSTEIN 2 will be fully deployed and operational at all 18 TICAPs by the end of Calendar Year 2012.

All remaining agencies are required to participate in EINSTEIN 2 through one of four Managed Trusted Internet Protocol Service (MTIPS) providers. As of March 23, 2012, EINSTEIN 2 is operational at all four MTIPs providers and is deployed at 29 MTIPs customer agencies. An additional 25 agencies have signed (MOAs) and are awaiting MTIPS service. Agencies may have both MTIPS and TICAP connections, but are counted only once.

Early in the TIC/EINSTEIN programs, agencies frequently cited concerns about data handling, privacy impact, and agency-specific statutes as reasons why they could not participate in the TIC/EINSTEIN program. As agencies have experienced sophisticated cyber intrusions and gained an understanding of how the EINSTEIN program works, more agencies are now interested in participating in TIC/EINSTEIN.

Now, agencies most frequently identify lack of resources as the reason for lagging. Lack of resources is especially acute in small and micro-agencies. DHS funds the EINSTEIN portion of TIC and MTIPS, but DHS does not fund the full suite of managed security services that are required as part of MTIPS. The MTIPS Internet service, including the managed security services, is more expensive than a basic Internet circuit.

Organizational Change

Question: Over the past year, the Committee has been aware of significant organizational, staffing and leadership changes at NPPD Directorate. There is concern that this persistent organizational change is slowing progress toward implementing programs and potentially preventing it from succeeding in its mission. What can be done to create greater organizational stability at Office of Cybersecurity & Communications as it is the front-line agency in the defense against persistent cyber attacks to federal and private systems and infrastructure?

ANSWER: Due to the growing interdependence between physical and cyber infrastructure, the Department is examining ways to better align cyber security and physical infrastructure protection and resilience efforts. It is our belief that when we are done, NPPD will be better positioned to protect the Nation's infrastructure – both cyber and physical – in a more comprehensive manner, and the need for continued organizational change will diminish. Additionally, we are in the process of filling a number of the vacant leadership positions within the Office of Cybersecurity & Communications with top-notch professionals.

Cyber Security Intrusions

Question: We continue to see a growing number of serious intrusions and attacks on our cyber networks, both on federal and private sector networks. In fact, cybercrimes are almost a

“common occurrence” now. Cyber attacks generally refer to criminal activity conducted via the Internet. These attacks can include stealing an organization’s intellectual property, confiscating online bank accounts, creating and distributing viruses on other computers, posting confidential business information on the Internet and disrupting a country’s critical national infrastructure. Recent well-publicized cyber attacks include hacks at several Federal agencies include Justice, Commerce and Census in the last 30 days alone. In the private sector, last summer hackers breached data in over 100 million Sony music and gaming accounts, shutting down these systems for days. We have seen recent breaches at Epsilon, Citibank, Boeing, and Google. And we have seen attacks from “authenticated users” at Lockheed Martin and RSA, which are particularly problematic because they are much more difficult to detect and stop intrusion since it appears to be a legitimate user that is accessing areas that they typically do not need to be in. Do you concur that cyber attacks are becoming much more commonplace?

ANSWER: The frequency and sophistication of intrusions into critical infrastructure is likely on the rise. However, the actual number of intrusions into networks across the country each year is unknown because many of these breaches likely go unreported.

Question: While I know you work closely with other Federal agencies to secure their systems and that NPPD was brought into the Justice Department attack as it was ongoing, what about for the Commerce and Census attacks? Please talk not only about the attacks but also what efforts you have underway with both of those agencies to secure their networks going forward.

ANSWER: In December 2011, DHS worked with the Department of Commerce (DOC) to coordinate an effective interagency response. DHS provided tactical mitigation recommendations in response to a DHS-identified infection. In addition, the Federal Network Security branch within NPPD’s National Cyber Security Division (NCSD) provided enterprise-level mitigation recommendations to address DOC’s broader cybersecurity posture issues. US-CERT currently has a full-time representative onsite at DOC to provide continuing support.

Question: Typically NPPD is not always notified of cyber attacks in the private sector. How often does the private sector make you aware of these intrusions, particularly when the private sector may not want to make others aware of the hacking or vulnerabilities of their networks? What can you do to encourage the private sector to inform you of these attacks?

ANSWER: The size and diversity of the private sector makes generalizations difficult and private sector responsiveness varies. Issues that may inhibit private sector reporting include concerns about exposure of proprietary data; fear of prosecution or regulatory action; and fear of negative publicity. As outlined above, DHS works actively to promote public-private sector collaboration and DHS leverages the Protected Critical Infrastructure Information Program to enhance the security of sensitive private sector information.

The encouragement of private sector reporting of these attacks depends on a trusted collaborative relationship between DHS and the critical infrastructure and key resource (CIKR) entities. Private sector entities need to feel comfortable with reporting these incidents to DHS and that comfort comes from several factors, including that DHS has the expertise necessary to remediate the problem and that DHS will respond in a timely manner. NCSD’s Critical Infrastructure

Cyber Protection & Awareness branch has seen steady growth in industry seeking DHS's help. We have seen demand rise for all of our activities, including cybersecurity evaluations, requests for and participation in cyber exercises, control systems cybersecurity training, incident response and site assessments for control systems, information-sharing agreements, and other activities.

DHS has worked hard to build and maintain these trusted relationships with the private sector over a number of years, and continues to work closely with CIKR entities to establish and improve these levels of trust.

Wireless Network Management and Security

Question: Last summer the Defense Information Systems Agency (DISA) announced that it planned to centrally manage and monitor the 1 million cell phones and other mobile gadgets DoD personnel use. At that time, Defense did not have a central cell phone services contract: the Pentagon, military services, and even individual commands negotiate separate contracts. This new structure would allow for there to be a centrally-managed contract for these services across the entire Defense Department; but many say the real payoff will be DoD's ability to better protect against intrusions into their network through wireless devices – a real vulnerability I'm sure you would all agree.

Since DHS has responsibility for securing internet connections for all non-military government agencies, is there a similar sort of effort in the works for DHS to, likewise, centrally manage contracts and security for wireless devices across the non-military government? Have there been discussions of the merit of this proposition, and could you share any advantages or disadvantages to this approach?

ANSWER: Under the Clinger-Cohen Act and FISMA, each individual agency Chief Information Officer or "Head of Agency" is responsible for securing an agency's IT infrastructure. The Department of Defense (DOD) has designated a central Chief Information Officer over all DOD components, including the Defense Information Systems Agency.

DHS does not have the authority to centrally manage contracts for non-DHS agencies. Instead, DHS works with volunteer experts from all agencies, including the National Institute of Standards and Technology, the General Services Administration, and DOD, to identify the agencies with the best practices, develop common technical reference architectures, and identify areas needing additional research on new security measures. Previously, NPPD/NCSD worked with civilian agencies and industry experts to develop technical reference architectures for TICs, telework remote access, wireless local area networks, and e-mail gateways. NCSD currently is working with approximately 30 civilian agencies on a technical reference architecture for mobile security for tablets and smart phones. Each civilian agency will be able to include this architecture in its procurement activity. Recognizing the federated nature of civilian agencies and government procurement regulations, the common technical reference architecture is not intended to be a centrally managed cellular phone services contract.

Infrastructure Security Compliance Division (ICSD)

Question: Last fall NPPD conducted an internal review of the Infrastructure Security Compliance Division (ISCD), which is responsible for infrastructure protection, chemical facilities (CFATS) security, and the regulation of the sale or transfer of ammonium nitrate (AN), to name a few. This review was quite scathing. It discussed various challenges ISCD has encountered as it implements the CFATS and AN programs. These challenges include problems hiring, training, and managing staff; delays developing, implementing, and managing the CFATS and AN inspection processes; complications defining and articulating program mission and goals; and difficulties developing, managing, and overseeing internal processes to minimize the risk of waste, fraud, abuse, and mismanagement. The Subcommittee has asked GAO to review the report to make sure problems were limited to ICSD and not broader within NPPD. Many of the problems identified within ISCD are related to the hiring and development of staff to implement CFATS, including conducting inspections and the lack of policies and procedures to guide staff efforts to do their jobs. Why are these a challenge and to what extent do the staffing challenges and lack of program guidance identified by ISCD impede progress implementing the CFATS and Ammonium Nitrate programs?

ANSWER: Staffing challenges and lack of clear policy and guidance in certain areas have had some impact on past Site Security Plan (SSP) reviews. ISCD has established an interim SSP review process that includes the development, refinement, and training in definitions and review procedures; a multi-layered review approach that still allows for expeditious review and that ensures consistency in application of standards; and a quality assurance procedure for reviewing and reporting on the effectiveness, efficiency, and consistency of reviews. ISCD is in the process of further refining a long-term review process and will incorporate lessons learned from the interim review process.

Additionally, ISCD stood up a working group in September 2011 to review the current processes, procedures, and equipment used by ISCD's inspectors and to update/develop additional materials and tools for the inspectors to accomplish all types of Chemical Facility Anti-Terrorism Standards (CFATS) inspections, including authorization inspections that occur before approval of an SSP. Based on the work of this group, ISCD plans to finalize updates to the internal inspection procedures later in fiscal year (FY) 2012.

The Ammonium Nitrate Security Program has not been affected by these staffing and program guidance challenges.

Question: ISCD's report implies that some of the hiring, staffing, and procurement are outside of ISCD's control; they could be the result of factors imposed on NPPD by DHS. Mr. Beers, to what extent do you believe outside factors, such as problems implementing Directorate-wide human capital and procurement procedures, may be impeding ISCD's ability to resolve their problems?

ANSWER: Since NPPD was delegated Human Capital Authority in December 2009, many of the hiring impediments that created staffing challenges have been addressed and streamlined. Based on anecdotal evidence, we have seen an increase in customer satisfaction as a result of a

Human Capital Office whose sole purpose is to provide human capital services tailored to and exclusively for NPPD and its missions. The Human Capital Office is working closely with ISCD to understand their requirements and to quickly address their needs. I do not believe that procurement procedures are impacting the ability of ISCD to meet their mission requirements. NPPD utilizes the Office of Procurement Operations (OPO) for its unclassified contracting and the Office of Selective Acquisitions (OSA) for classified contracting and both organizations provide services at a very reasonable cost. The procurement challenges identified by ISCD and addressed for corrective action include: (1) assessing the appropriate Federal and contractor program operations mix utilizing the DHS-wide Balanced Workforce Strategy Analysis Toolkit, an effort underway before the report was issued; (2) ensuring appropriate oversight of contractor performance by Federal staff through additional training or dedicated staff responsibility; and (3) reviewing contractor labor rates and required subject matter expertise to ensure that we are not overspending on contractor support requirements. Lastly, ISCD is developing an integrated acquisition plan to support its mission, which OPO and OSA will utilize to have a better understanding of the comprehensive contracting requirements for the program.

Question: ISCD has developed an action plan to address many of the problems identified in the report. Are you confident that the action items identified will address the root cause of the various problems? If so why? If not, why not?

ANSWER: Yes, NPPD is confident that the action plan will address the root causes of challenges. The action plan has been reviewed by NPPD and is briefed weekly to NPPD leadership in order to ensure that progress is being made.

Question: When do you anticipate ISCD will be able to declare success addressing these problems and what mechanisms will NPPD use to measure progress?

ANSWER: NPPD believes that the action plan already has shown measurable progress, especially in regard to the action items related to: analyzing staffing needs and realigning the organization for success; developing and implementing a plan to improve the SSP review process; forming an Inspector Tools Working Group; engaging with industry representatives in discussion of their suggested Alternative Security Program templates; and taking a number of steps to improve communications within ISCD.

The action plan is a living document and each item's progress and milestones are detailed, tracked, and updated by ISCD. The action plan administrator receives weekly updates from the action item coordinators; in turn, ISCD, IP, and NPPD leadership are briefed on a weekly basis on action plan progress and highlights.

Regulating Ammonium Nitrate

Question: As part of the Consolidated Appropriations Act of 2008, Congress required DHS to regulate the sale and transfer of ammonium nitrate by ammonium nitrate facilities to prevent an act of terrorism. NPPD is in charge of this regulation and it has been repeatedly delayed. Why has it taken so long for NPPD to regulate the sale and transfer of ammonium nitrate? When do

you anticipate a final regulation to be issued and what progress have you made in implementing the program thus far?

ANSWER: The Department has been hard at work developing a comprehensive Ammonium Nitrate Security Program regulation based on this statute for several years. This work has included consultation with Federal and State security partners with a vested interest in securing the sale or transfer of ammonium nitrate, as well as with many private sector stakeholders. In addition, the complex composition of the potential regulated community (e.g., farmers, miners, etc.) warrants comprehensive evaluation prior to the Department's promulgation of a final rule.

The Notice of Proposed Rulemaking for the Ammonium Nitrate Security Program was published in the Federal Register on August 3, 2011, and the public was given 120 days to provide comment(s) concerning the proposed rule. Additionally, DHS held 12 public meetings during the 120-day comment period to brief the public on the proposed rule, listen to their concerns, and gather comments provided during those forums. The Department currently is evaluating the comments provided by the public, and is determining what responses will be appropriate to include in the final rule for the Ammonium Nitrate Security Program. The Department s intends to create a final rule that complies with the Secure Handling of Ammonium Nitrate provisions of the Homeland Security Act, ensures continued access by the public to ammonium nitrate for legitimate purposes, and improves the security of ammonium nitrate with minimal economic impacts.

The Department continues to move forward with the rulemaking process, and expects to develop a final rule in a timeframe that ensures that DHS can consider and respond appropriately to the concerns raised during the public comment period and enables DHS to comply with applicable Federal rulemaking requirements and procedures. The Department must also properly plan, develop, and field information technology systems necessary to support the Ammonium Nitrate Security Program, which will impact the timeframe for implementation of a final rule.

Question: What specific barriers does ISCD face today in implementing the Ammonium Nitrate program and what are your plans for overcoming those barriers?

ANSWER: The Department has not identified any specific barriers that would prevent the implementation of the Ammonium Nitrate Security Program, but anticipates that there may be some challenges with regard to available resources and a diverse stakeholder group that would be affected by the proposed rule. The Department is conducting proper planning to maximize efficient use of available funding, and to leverage existing expertise and capabilities within ISCD to support Ammonium Nitrate Security Program needs.

Question: Are the barriers ISCD have encountered implementing the Ammonium Nitrate program similar or different than those encountered implementing the CFATS program?

ANSWER: The Department has not identified any specific barriers that would prevent the implementation of the Ammonium Nitrate Security Program.

Question: The Subcommittee understands that some in DHS advocate that elements of the Ammonium Nitrate program be consolidated within CFATS, particularly with regard to inspection staffing and procedures. Do you believe elements of the two programs should be consolidated and, if so, why?

ANSWER: The Ammonium Nitrate Security Program and the CFATS regulation are distinct and separate programs, as authorized by separate legislative enactments that impose different requirements on DHS and the regulated communities.

To ensure the effective and efficient use of taxpayer funding, however, the Department may consider ways to leverage existing capabilities and maximize utilization of limited resources, both in funding and manpower. Therefore, ISCD is considering whether some future consolidation of staffing for inspection functions under the CFATS program and the final Ammonium Nitrate Security Program might be possible. It would be premature to speculate further on the possibility of future consolidation of the inspectors' functions under these programs, however, especially since the Department is still developing a final rule for the Ammonium Nitrate Security Program.

Question: Given the challenges identified implementing the CFATS programs by ISCD, what assurances can you provide that consolidating elements of the Ammonium Nitrate program with CFATS is appropriate?

ANSWER: The Ammonium Nitrate Security Program is a distinct and separate program from CFATS. It would be premature to speculate on the possibility of consolidating any specific capabilities for the two programs at this time, however, especially since the Department is still developing a final rule for the Ammonium Nitrate Security Program.

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE Charles Dent

Under Secretary Rand Beers

Committee on Appropriations-Subcommittee on Homeland Security-
FY 2013 National Protection and Programs Directorate Budget Request
March 1, 2012

Testimony

Question: Industry continues to express concern regarding implementation of Inherently Safer Technology will cause facilities to shoulder unmanageable economic and regulatory consequences on operations. Has the NPPD consulted with industry and facilities regarding the impact of the engineering concept of IST? If yes, please detail the unintended consequences and financial impact described by industry.

ANSWER: On various occasions during the past few years, NPPD has discussed with members of the chemical industry the potential application of Inherently Safer Technology (IST) concepts to reduce security risks associated with chemical facilities. During these conversations, some members of the chemical industry have expressed concerns that the imposition of certain potential IST solutions would be cost prohibitive and that the Federal government is not properly equipped to evaluate the potential impacts to their operations and end products. The Department believes that any potential future IST-related requirements could be designed to address both of these concerns.

NPPD Field Offices

1	JP-PSCD	Office	Portland	ME	1	Expires 2015			One City Center Suite 203 Portland, ME 04101
1	JP-PSCD	Office	Manchester	NH	1	Expires 2015			150 Federal Street Manchester, NH 03101
1	JP-PSCD	Office	Providence	RI	1	Expires 2015			380 Westminster Street Suite 345 Providence, RI 02903
1	JP-PSCD	Office	Wilton	VT	1	Expires 2015			425 Industrial Drive Wilton, VT 05465
1	FPS	Office	HARTFORD	CT	0	09/30/11	WILLIAM COTTER FB	N/A	N/A
1	FPS	Office	HARTFORD	CT	2	09/30/11	AA RIBICOFF FB&CHS	N/A	N/A
1	FPS	Office	NEW HAVEN	CT	0	01/31/11	ROBERT N GIMMO FB	N/A	N/A
1	FPS	Office	BRIDGEPORT	CT	0	09/30/11	BRIEN MCMAHON US&4	N/A	N/A
1	FPS	Office	BOSTON	MA	5	09/30/11	CPT JF WILLIAMS CG	N/A	N/A
1	FPS	Office	SPRINGFIELD	MA	0	07/31/28	BLOG. FED LOS FEDERAL	N/A	N/A
1	FPS	Office	WORCESTER	MA	0	09/30/11	COURT HOUSE	N/A	N/A
1	FPS	Office	BOSTON	MA	16	09/30/11	JFK FEDERAL BUILDING	N/A	N/A
1	FPS	Office	BOSTON	MA	9	12/31/10	THOMAS P. O'NEILL JR. FB	N/A	N/A
1	FPS	Office	BOSTON	MA	5	10/31/13	THOMAS P. O'NEILL JR. FB	N/A	N/A
1	FPS	Office	PITTSFIELD	MA	0	09/30/13	SILVIO O. CONTE FB	N/A	N/A
1	FPS	Office	MANCHESTER	NH	3	10/31/12	NORRIS COTTON FB	N/A	N/A
1	FPS	Office	PROVIDENCE	RI	3	03/31/13	380 WESTMINSTER MALL	N/A	N/A
1	FPS	Office	FITCHBURG	MA	0	09/30/11	PHILIP J. PHILBIN FB	COOP SITE	N/A
1	FPS	Office	BOSTON	MA	14	09/30/11	THOMAS P. O'NEILL JR. FB	N/A	N/A
2	FPS	Office	ALBANY	NY	7	02/28/19	LEO W O'BRIEN FB	N/A	N/A
2	FPS	Office	BINGHAMTON	NY	0	05/31/19	FED BLDG & CHSE	N/A	N/A
2	FPS	Office	BUFFALO	NY	2	11/17/15	NIAGARA CENTER	N/A	N/A
2	FPS	Office	CAMPDEN	NJ		09/31/12	U.S. POST OFFICE & COURT HOUSE	N/A	N/A
2	FPS	Office	CENTRAL ISIP	NY	13	08/31/18	ALFONSE M. DAMATO US	N/A	N/A
2	FPS	Office	CHARLOTTE	VI	0	09/30/17	RON DE LUIGO FED BLDG	N/A	N/A
2	FPS	Office	AMALIE	VI	0	11/30/18	ST THOMAS	N/A	N/A
2	FPS	Office	HATO REY SAN	PR	7	02/28/19	RON DE LUIGO FED BLDG	N/A	N/A
2	FPS	Office	JUAN YORCK	PR	2	09/30/19	DREYAU FB & RUJZ	N/A	N/A
2	FPS	Office	MANHATTAN	NY	2	09/30/16	FEDERAL BLDG-201	N/A	N/A
2	FPS	Office	MANHATTAN	NY	1	09/30/16	ALF. CHAMLTON US CUST	N/A	N/A
2	FPS	Office	MANHATTAN	NY	45	09/30/17	HOUSE	N/A	N/A
2	FPS	Office	MANHATTAN	NY			JACOB K. JAVITS FB&IT	N/A	N/A
2	FPS	Office	MANHATTAN	NY			26 FEDERAL PLAZA	N/A	N/A

[illegible]

NPPD Field Offices

3	FFS	Office	NORFOLK	VA	3	03/31/14	FEDERAL BUILDING	N/A	N/A	N/A	200 GRANBY STREET
3	FFS	Office	HUNTINGTON	WV	2	05/01/12	SIDNEY CHRISTIE FB	N/A	N/A	N/A	845 5TH AVENUE
3	FFS	Office	PARKERSBURG	WV	1	08/14/15	FEDERAL OFFICE	N/A	N/A	N/A	425 JULIANA STREET
3	FFS	Office	PARKERSBURG	WV	2	10/31/13	U.S. COURT HOUSE	N/A	N/A	N/A	217 WEST KING STREET
3	FFS	Office	CHARLESTON	WV	3	03/31/28	ROBERT C. BYRD FB & COURT HOUSE	N/A	N/A	N/A	300 VIRGINIA STREET EAST
3	FFS	Office	CLARKSBURG	WV	1	06/27/14	HUNTINGTON NATIONAL BANK BLDG	N/A	N/A	N/A	230 WEST PINE STREET
3	FFS	Office	Charlottesville	VA	1						
4	FFS	Office	HUNTSVILLE	AL	1	01/05/16	REGENCY CENTER	N/A	N/A	N/A	400 MERIDIAN STREET
4	FFS	Office	BIEMINGHAM	AL	2	09/30/13	ROBERT S. VANCE FB-CT	Minneapolis Regional Center Remote Site	Robert S. Vance FB		1800 5TH AVE N
4	FFS	Office	Mobile	AL	1						
4	FFS	Office	Montgomery	AL	1						
4	FFS	Office	TAMPA	FL	1	09/30/12	TIMBERLAKE FED ANNEX	N/A	N/A	N/A	301 EAST POLK STREET
4	FFS	Office	FT MYERS	FL		01/31/14	FT MYERS FED BLDG	N/A	N/A	N/A	2110 FIRST ST.
4	FFS	Office	TALLAHASSEE	FL	2	03/14/10	U.S. COURTHOUSE	N/A	N/A	N/A	110 EAST PARK AVENUE
4	FFS	Office	MIAMI	FL		09/31/14	CLAUDE PEPPER FB	N/A	N/A	N/A	51 SW FIRST AVENUE
4	FFS	Office	TAMPA	FL	6	10/31/11	R.L. TIMBERLAKE JR FB	N/A	N/A	N/A	500 ZACK STREET
4	FFS	Office	WEST PALM BEACH	FL	7	12/31/11	PAUL G. ROGERS FB-CT	N/A	N/A	N/A	701 CLEMATIS ST
4	FFS	Office	JACKSONVILLE	FL	2	10/31/14	CHAS. E. BENNETT FB	N/A	N/A	N/A	400 WEST BAY ST
4	FFS	Office	ORLANDO	FL		12/31/13	GEORGE C. YOUNG FED. BLDG. CH	N/A	N/A	N/A	80 N HUGHEY AVE
4	FFS	Office	FT LAUDERDALE	FL	7	09/30/12	FB-CT	N/A	N/A	N/A	299 BROWARD, 3RD AVE
4	FFS	Office	FT LAUDERDALE	FL	3	01/31/13	FB-CT	N/A	N/A	N/A	299 BROWARD, 3RD AVE
4	FFS	Office	WEST PALM BEACH	FL	4	09/30/12	AUTEC BUILDING	N/A	N/A	N/A	801 CLEMATIS STREET
4	FFS	Office	ORLANDO	FL	4	02/28/13	AIRSIDE COMMERCE	N/A	N/A	N/A	9403 TRADEPORT DRIVE
4	FFS	Office	MIAMI	FL		06/30/14	140 W FLAGLER ST	N/A	N/A	N/A	140 W FLAGLER ST
4	FFS	Office	OCALA	FL	1	10/31/18	THE CASCADES	N/A	N/A	N/A	1518 E SILVER SPRINGS BLVD.
4	FFS	Office	MIAMI	FL	14	09/30/12	CLAUDE PEPPER FB	Miami Regional Center Remote Site	Claude Pepper Federal Bldg		51 SW FIRST AVENUE
4	FFS	Office	SAVANNAH	GA		09/30/12	JULIETTE GORDON LOW, FB	N/A	N/A	N/A	100 W. OGLETHORPE
4	FFS	Office	SAVANNAH	GA	2	06/30/12	JULIETTE GORDON LOW, BLDG. B	N/A	N/A	N/A	124 BARNARD STREET
4	FFS	Office	ATHENS	GA	2	09/30/12	R.G. STEPHENS JR FB	N/A	N/A	N/A	355 HANCOCK AVENUE
4	FFS	Office	ATLANTA	GA		01/31/14	R.G. STEPHENS JR FB	N/A	N/A	N/A	355 HANCOCK AVENUE
4	FFS	Office	ATLANTA	GA		09/30/12	SAVANNAH ATLANTA FED. CTRL	N/A	N/A	N/A	100 ALABAMA ST SW
4	FFS	Office	BRUNSWICK	GA		11/14/17	BANK OF AMERICA PLAZA	N/A	N/A	N/A	777 GLOUCESTER STREET

NPPD Field Offices

4	FPS	Office	ATLANTA	GA	60	09/09/22	DHS/JUSTICE BUILDING	N/A	N/A	140 SPRING STREET
4	FPS	Office	LONDON	KY	1	09/20/12	FB-CT	N/A	N/A	300 S. MAIN STREET
4	FPS	Office	LOUISVILLE	KY	1	09/20/12	ROMANO MAZZOLI FB	N/A	N/A	900 M.L. KING, JR. PLAC
4	FPS	Office	HOPKINSVILLE	KY	1	07/24/19	PENNYROYAL OFFICE	N/A	N/A	1100 S. MAIN STREET
4	FPS	Office	GULFPORT	MS		05/15/10	DAN M. RUSSELL JR US	N/A	N/A	2012 15TH STREET
4	FPS	Office	GREENVILLE	MS		07/01/14	FB-CT	N/A	N/A	300 MAIN STREET
4	FPS	Office	JACKSON	MS	8	09/20/12	DR. A. H. MC COY FB	N/A	N/A	100 W CAPITOL
4	FPS	Office	GULFPORT	MS	2	09/20/14	HANCOCK BANK PLAZA	N/A	N/A	2510 14TH STREET
4	FPS	Office	JACKSON	MS		10/01/13	JRA FAC NO 3 PNC GAR	N/A	N/A	100 E. CAPITOL STREET
4	FPS	Office	ASHEVILLE	NC	1	09/20/12	MEACHAM BAILEY FEDERAL	N/A	N/A	151 PATTON AVENUE
4	FPS	Office	WILMINGTON	NC	1	09/20/12	ALTON LENNON FB-CT	N/A	N/A	2 PRINCESS ST
4	FPS	Office	RALEIGH	NC	4	09/20/10	TERRY SANFORD	N/A	N/A	310 NEW BERN AVE
4	FPS	Office	CHARLOTTE	NC	3	01/21/13	WHITEHALL CORPORATE	N/A	N/A	3800 ARCO CORPORATE
4	FPS	Office	COLUMBIA	SC		09/20/12	MATTHEW J. PERRY JR	N/A	N/A	DR
4	FPS	Office	FLORENCE	SC	1	09/21/19	J.L. MORILLAN FB-CT	N/A	N/A	1100 RICHARD STREET
4	FPS	Office	COLUMBIA	SC	4	09/20/12	STROM THURMOND FB	N/A	N/A	401 W EVANS ST
4	FPS	Office	CHATTANOOGA	TN	1	01/31/14	JOEL W SOLOMON FBCT	N/A	N/A	1835 ASSEMBLY STREET
4	FPS	Office	JACKSON	TN		05/31/14	ED JONES FB-CT	N/A	N/A	10TH ST & GEORGIA AVE
4	FPS	Office	NASHVILLE	TN	8	09/20/12	E KEFAUVER FED BLDG	N/A	N/A	108 SOUTH-HIGHLAND
4	FPS	Office	KNOXVILLE	TN	2	09/21/10	JOHN J. DUNCAN FB	N/A	N/A	801 BROADWAY
4	FPS	Office	MEMPHIS	TN	3	04/20/14	CLIFFORD DAVIS-ODELL	N/A	N/A	710 LOCUST STREET
4	FPS	Office	PEORIA	IL	0	09/20/11	FED BLDG & US CTISE	N/A	N/A	FEDERAL BUILDING
5	FPS	Office	SPRINGFIELD	IL	4	09/20/11	PAUL FINDLEY BUILDING	N/A	N/A	100 N E MONROE
5	FPS	Office	EAST ST LOUIS	IL	4	09/20/11	FEDERAL BUILDING	N/A	N/A	800 E MONROE STREET
5	FPS	Office	CHICAGO	IL	16	11/15/13	JPHRC- KLICKNSKI FED	N/A	N/A	800 MISSOURI AVE
5	FPS	Office	CHICAGO	IL	5	09/20/11	METCALFE BUILDING	N/A	N/A	230 S. DEARBORN STREET
5	FPS	Office	Memphis	IL	1			N/A	N/A	77 W. JACKSON
5	FPS	Office	INDIANAPOLIS	IN	9	09/20/11	BIRCH BAYN FED BLDG &	N/A	N/A	48 EAST OHIO STREET
5	FPS	Office	HAMMOND	IN	3	01/12/27	U.S. COURTHOUSE	N/A	N/A	5400 FEDERAL PLAZA
5	FPS	Office	DETROIT	MI		09/20/11	THEODORE LEVIN US	N/A	N/A	231 W LAFAYETTE
5	FPS	Office	FLINT	MI	2	09/20/11	FEDERAL BLDG	N/A	N/A	600 CHURCH ST
5	FPS	Office	KALAMAZOO	MI	0	09/20/11	FOR US POST OFF CTIS	N/A	N/A	410 WEST MICHIGAN AVE
5	FPS	Office	LANSING	MI	0	09/20/11	CHARLES CHAMBERLAIN	N/A	N/A	515 W ALLEGAN
5	FPS	Office	DETROIT	MI	9	09/20/11	P V MICHANARA F B	N/A	N/A	477 MICHIGAN AVE
5	FPS	Office	GRAND RAPIDS	MI	2	09/20/11	G R FORD FB & CTISE	N/A	N/A	110 MICHIGAN STREET NW

NPPD Field Offices

5	FPS	Office	BATTLE CREEK	MI	3	08/21/14	FED CTR BLDG NO 2	N/A	N/A	74 N WASHINGTON AVENUE
5	FPS	Office	DULUTH	MN	0	09/30/11	CIVIL RIGHTS FB & US	N/A	N/A	135 COURT HOUSE & CUSTOMHOUSE
5	FPS	Office	FORT SNELLING	MN	7	09/30/11	BIRCH HENRY WHIPPLE	N/A	N/A	1 FEDERAL DR
5	FPS	Office	FORT SNELLING	MN	0	07/31/13	MOTOR POOL GARAGE	N/A	N/A	1 FEDERAL DRIVE
5	FPS	Office	CANTON	OH	0	09/30/11	FRANK T BOW FEDERAL	N/A	N/A	201 CLEVELAND AVE
5	FPS	Office	COLUMBUS	OH	0	09/30/11	KING LEVY US CTRESE	N/A	N/A	85 MARCONI BLVD
5	FPS	Office	COLUMBUS	OH	0	09/30/11	KINSEY T. CLEVELAND	N/A	N/A	1716 SPELBIUSCH AVE
5	FPS	Office	CLEVELAND	OH	8	09/30/11	THOMAS KIL	N/A	N/A	1240 E NORTH STREET
5	FPS	Office	COLUMBUS	OH	2	09/30/13	A J CLEBERG 76 FB	N/A	N/A	200 N HIGH ST
5	FPS	Office	YOUNGSTOWN	OH	0	09/30/11	FED PARKING FACILITY	N/A	N/A	125 MARKET STREET
5	FPS	Office	MILWAUKEE	WI	8	03/01/12	THOMAS D LAMBERS FOB	N/A	N/A	517 E WISCONSIN AVE
5	FPS	Office	MADISON	WI	3	04/30/10	FED BLDG & US CTRESE	N/A	N/A	740 REGENT STREET
5	FPS	Office	Chicago	IL	0	do not have copy				
5	FPS	Office	Chicago	IL	1	do not have copy				
5	FPS	Office	Alton	IL	1	do not have copy				
5	FPS	Office	Chicago	IL	28	do not have copy				
5	FPS	Office	Peoria	IL	1	AUL05022				
5	FPS	Office	Alton	OH	3	AOL04479				
5	FPS	Office	Minneapolis	MN	0					
5	FPS	Office	Cincinnati	OH	5					
5	FPS	Office	Minneapolis	WI	5					
6	JP-FSCD	Office	Topeka	KS	1	Express 2013	NEAT SMITH FEDERAL			444 SE Quincy Street Topeka, KS 66603 (17)
6	FPS	Office	DES MOINES	IA	8	09/30/11	BUILDING	N/A	N/A	210 WALNUT ST
6	FPS	Office	Cedar Rapids	IA	1					
6	FPS	Office	Cedar Rapids	IA	2	09/30/11	U.S COURT HOUSE	N/A	N/A	401 N MARKET ST
6	FPS	Office	WICHITA	KS	3	09/30/11	FRANK CARLSON FRAC	N/A	N/A	444 S E QUINCY
6	FPS	Office	ST LOUIS	MO	17	09/30/11	ROBT A YOUNG FED BLD	N/A	N/A	1222 SPRUCE
6	FPS	Office	Jefferson	MO	4					
6	FPS	Office	ST LOUIS	MO		09/30/13	ROBT A YOUNG FED BLD	N/A	N/A	1222 SPRUCE
6	FPS	Office	KANSAS CITY	MO		03/01/10	RICHARD ROLLING FB	N/A	N/A	901 E 12TH ST
6	FPS	Office	CAPE GIRARDEAU	MO	2	09/31/13	RUSH HUDSON LUMBAUGH	N/A	N/A	555 INDEPENDENCE ST
6	FPS	Office	KANSAS CITY	MO	4	03/07/11	SR FEDE	N/A	N/A	1500 E BANNISTER RD
6	FPS	Office	Kansas City	MO	N/A					
6	FPS	Office	KANSAS CITY	MO		09/30/12	FED BLDG NO 1	N/A	N/A	1500 E BANNISTER RD
6	FPS	Office	ST LOUIS	MO		09/30/12	RAY BLDG LEASED	N/A	N/A	1222 SPRUCE

NPPD Field Offices

6	FPS	Office	COLUMBIA	MO	2	07/07/13	403 VANDIVER HUBKALUS COURTHOUSE	N/A	N/A	403 VANDIVER
6	FPS	Office	OMAHA	NE	1	09/00/11		N/A	N/A	111 SOUTH 18TH PLAZA
6	FPS	Office	LINCOLN	NE	1	09/00/11	ROBERT DENNEY FB&CT	N/A	N/A	100 CENTENNIAL MALL MO
6	FPS	Office	Kansas City	MO	N/A					
7	BP-SCD	Office	Houston	TX	12	Expires 2010				
7	FPS	Office	FORT SMITH	AR	5	09/31/16	IC PARKER COURTHOUSE/USPO Bldg	N/A	N/A	30 S 6TH ST
7	FPS	Office	LITTLE ROCK	AR	2	09/00/17	OKLAHOMA FEDERAL BUILDING	N/A	N/A	700 W CAPITOL
7	FPS	Office	BATON ROUGE	LA	2	02/28/19	BATON ROUGE FED BLDG/COURTHOUSE	N/A	N/A	707 FLORIDA AVENUE
7	FPS	Office	NEW ORLEANS	LA	5	03/05/10		N/A	N/A	1250 POYDRAS STREET
7	FPS	Office	Shreveport	LA	1					
7	FPS	Office	Albuquerque	NM	6					
7	FPS	Office	TULSA	OK		09/00/17	TULSA FEDERAL BLDG	N/A	N/A	224 S BOULDER AVENUE
7	FPS	Office	OKLAHOMA CITY	OK		09/00/17	OKC FEDERAL PARKING GARAGE	N/A	N/A	200 NW 5TH STREET
7	FPS	Office	OKLAHOMA CITY	OK		09/08/16	OKLAHOMA CITY FEDERAL BUILDING	N/A	N/A	301 NW 6TH STREET
7	FPS	Office	TULSA	OK	5	02/04/13	1845 SOUTH 101ST EAST AVENUE	N/A	N/A	1845 SOUTH 101ST EAST AVENUE
7	BP-SCD	Office	AUSTIN	TX	2	05/01/21	47 PPMs Federal Bldg	N/A	N/A	300 E 8th Street
7	FPS	Office	LAREDO	TX		09/00/14	TYLER POST OFFICE/COURTHOUSE	N/A	N/A	1300 MATAMOROS AVE
7	FPS	Office	TYLER	TX		09/00/17	OFFICE/COURTHOUSE	N/A	N/A	221 W FERGUSON STREET
7	FPS	Office	FORT WORTH	TX		09/00/12	FGLANHAM FED BLDG	N/A	N/A	819 TAYLOR STREET
7	FPS	Office	LUBBOCK	TX		09/00/12	GHANAMON FED BLDG/COURTHOUSE	N/A	N/A	1205 TEXAS
7	FPS	Office	FORT WORTH	TX		09/00/12	FORT WORTH FEDERAL PARK GARAGE	N/A	N/A	401 TEXAS
7	FPS	Office	DALLAS	TX		09/00/17	CHIEF OF POLICE BLDG	N/A	N/A	1100 COMMERCE STREET
7	FPS	Office	HOUSTON	TX		09/00/17	SCOTT AND FEDERAL BLDG	N/A	N/A	1919 SMITH ST
7	FPS	Office	SAN ANTONIO	TX		09/00/17	SAN ANTONIO FEDERAL BLDG WEST	N/A	N/A	727 E DURANGO BOULEVARD
7	FPS	Office	WACO	TX	1	11/24/22	WACO COURTHOUSE	N/A	N/A	800 FRANKLIN STREET
7	FPS	Office	GRAND PRAIRIE	TX	61	09/01/17	NATIONAL HEALTH BLDG	N/A	N/A	1001 HWY 280
7	FPS	Office	LAREDO	TX		09/00/11	FALCON INTERNATIONAL BANK BLDG	N/A	N/A	5219 McPHERSON
7	FPS	Office	McAllen	TX	1					
7	FPS	Office	AUSTIN	TX	3					
7	FPS	Office	El Paso	TX	7					
7	FPS	Office	Fort Worth	TX	6					

NPPD Field Offices

7	NPPD	Office	Albuquerque	NM			Sandia Lab	MSAC	Sandia National Laboratory	Harden Avenue
8	JP-FSCD	Office	Helena	MT	1	Expires 2014				Albuquerque NM 87115
8	JP-FSCD	Office	Helena	MT						501 First Street Helena, MT 59608
8	JP-FSCD	Office	Blairmont	ND	1	Expires 2014				304 E. Broadway Avenue Suite 219 Blairmont, ND 58001
8	JP-FSCD	Office	Pierre	SD	1	Expires 2015				225 S Pierre Street Pierre, SD 57501
8	JP-FSCD	Office	Cheyenne	WY	1	Expires 2015				1100 S 23rd Avenue Cheyenne, WY 82001
8	FPS	Office	Helena	MT						
8	FPS	Office	BILLINGS	MT	8	01/31/15	WILLIAM J. JAMESON	N/A	N/A	2900 FOURTH AVE N
8	FPS	Office	Denver	CO						
8	FPS	Office	Denver	CO						
8	FPS	Office	CHEYENNE	WY						
8	FPS	Office	CHEYENNE	WY						
8	FPS	Office	COLORADO SPGS	CO						
8	FPS	Office	Denver	CO	2	02/28/14	JOSEPH C. O'MAHONEY FED CENTER	N/A	N/A	308 W 21ST ST 2120 CAPITOL AVE
8	FPS	Office	DENVER	CO	2	02/28/14	DT BLDG	N/A	N/A	212 NORTH WAHSATCH
8	FPS	Office	DENVER	CO						
8	FPS	Office	DENVER	CO						
8	FPS	Office	DENVER	CO						
8	FPS	Office	FARGO	ND	10	02/28/10	CESAR E. CHAVEZ MEMORIAL BUILD	N/A	N/A	134 SPEER BLVD 257 2ND AVE N
8	FPS	Office	FORT COLLINS	CO	18	07/12/14	FB-PO	N/A	N/A	301 S HOWES ST
8	FPS	Office	LAKEWOOD	CO	50	02/28/14	DFC BLDG 1	N/A	N/A	W 6TH AVE & KIPLING ST
8	FPS	Office	LAKEWOOD	CO	55	02/28/14	DFC BLDG 44	N/A	N/A	W 6TH AVE & KIPLING ST
8	FPS	Office	LAKEWOOD	CO	1	02/28/14	DFC BLDG 53	N/A	N/A	W 6TH AVE & KIPLING ST
8	FPS	Office	LAKEWOOD	CO						
8	FPS	Office	LAKEWOOD	CO						
8	FPS	Office	LAKEWOOD	CO						
8	FPS	Office	RAPID CITY	SD						
8	FPS	Office	SALT LAKE CITY	UT						
8	FPS	Office	SALT LAKE CITY	UT						
8	FPS	Office	SALT LAKE CITY	UT						
8	FPS	Office	Oslen	UT						
9	JP-FSCD	Office	Los Angeles	CA	25	Expires 2020				
9	US-VISIT	Office	San Diego	CA	17	Leased				
9	FPS	Office	PHOENIX	AZ	10	09/30/16	FEDERAL BUILDING & COURTHOUSE	N/A	N/A	230 N FIRST AVE
9	FPS	Office	TUCSON	AZ	1	09/30/13	FEDERAL BUILDING	N/A	N/A	300 WEST CONGRESS
9	FPS	Office	Phoenix	AZ	0					
9	FPS	Office	Los Angeles	CA	19					
9	FPS	Office	Sacramento	CA	4					
9	FPS	Office	Sacramento	CA	0					

NPPD Field Offices

9	FPS	Office	SAN FRANCISCO	CA	0	09/20/17	APPRAISERS BLDG	N/A	N/A	830 SANSOME STREET
9	FPS	Office	SAN FRANCISCO	CA	11	09/20/13	PHILIP BURTON FB CT	N/A	N/A	450 GOLDEN GATE AVE
9	FPS	Office	SAN FRANCISCO	CA	2	09/20/13	PHILIP BURTON FB CT	N/A	N/A	450 GOLDEN GATE AVE
9	FPS	Office	SAN FRANCISCO	CA	24	03/14/13	PHILIP BURTON FB CT	N/A	N/A	450 GOLDEN GATE AVE
9	FPS	Office	SAN DIEGO	CA	11	03/30/14	EDWARD J. SCHWARTZ FOB & CTHS	N/A	N/A	880 FRONT STREET 11000 WILSHIRE BOULEVARD
9	FPS	Office	LOS ANGELES	CA	5	09/20/13	FEDERAL BUILDING	N/A	N/A	34 CIVIC CENTER PLAZA
9	FPS	Office	SANTA ANA	CA	5	09/20/13	FEDERAL BUILDING	N/A	N/A	289 SOUTH 1ST STREET
9	FPS	Office	SAN JOSE	CA	2	09/20/18	ROBERT F. PECKHAM FB & CH	N/A	N/A	301 WEST OCEAN BOULEVARD
9	FPS	Office	LONG BEACH	CA	0	07/21/13	GLENN M. ANDERSON FED BLDG	N/A	N/A	1301 CLAY ST.
9	FPS	Office	OAKLAND	CA	4	03/18/13	RONALD DELLUMS FED BLDG	N/A	N/A	255 EAST TEMPLE STREET
9	FPS	Office	LOS ANGELES	CA	10	09/20/13	EDWARD R. ROYBAL FB & CH	N/A	N/A	90 7TH STREET
9	FPS	Office	SAN FRANCISCO	CA	1	03/01/17	SAN FRANCISCO FEDERAL BLDG	N/A	N/A	2500 TULARE STREET
9	FPS	Office	Santa Rosa	CA	0	11/02/15	FED BLDG & CHOUSE	N/A	N/A	2500 TULARE STREET
9	FPS	Office	FRESNO	CA	2	04/25/17	FED BLDG & CHOUSE	N/A	N/A	MOUNT VACAVILLE
9	FPS	Office	VACAVILLE	CA	0	09/20/13	ANTENNA SITE	N/A	N/A	
9	FPS	Office	San Jose	CA	2					
9	FPS	Office	Santa Clara	CA	0					
9	FPS	Office	AGANA	GU	2	06/18/15	U.S. DISTRICT COURT BUILDING	N/A	N/A	520 WEST SOLEDAD AVE
9	FPS	Office	AGANA	GU	0	04/30/17	U.S. DISTRICT COURT BUILDING	N/A	N/A	520 WEST SOLEDAD AVE
9	FPS	Office	AGANA	GU	3	03/21/13	SIRENA PLAZA	N/A	N/A	101 HERNAN CORTEZ
9	FPS	Office	HILO	HI	0	09/23/18	FEDERAL BUILDING & USPO	N/A	N/A	154 WAIAHUKU AVE
9	FPS	Office	HONOLULU	HI	3	08/21/18	PRINCE J. KUHIO FB & CH	N/A	N/A	900 ALA MOANA BLVD
9	FPS	Office	RENO	NV	3	09/20/10	CARLTON YOUNG FOB & CH	N/A	N/A	200 BOOTH ST
9	FPS	Office	LAS VEGAS	NV	3	09/20/10	ALAN BIBLE FEDERAL BUILDING	N/A	N/A	500 LAS VEGAS BLVD, SOUTH
9	FPS	Office	LAS VEGAS	NV	0	08/21/12	LLOYD D. GEORGE COURTHOUSE	N/A	N/A	333 LAS VEGAS BOULEVARD SOUTH
9	FPS	Office	Reno	NV	0					10095 W Emerald Street Boise, ID 83704
10	JP-PSCD	Office	Boise	ID	1	Express 2015				
10	FPS	Office	Eugene	OR	2					
10	FPS	Office	ANCHORAGE	AK	3	09/20/10	ANCHORAGE FED BUILD	N/A	N/A	802 W 4TH AVENUE
10	FPS	Office	Seattle	WA	10					
10	FPS	Office	Seattle	WA	0					
10	FPS	Office	ANCHORAGE	AK	0	09/20/13	FED BLD-USCH-ANNEX	N/A	N/A	222 WEST 8TH AVE

NPPD Field Offices

10	FPS	Office	BOISE	ID	2	06/30/13	JAMES A MCCLURE FED BLDG CTIHSSE	N/A	N/A	550 WEST FORT ST
10	FPS	Office	PORTLAND	OR	10	06/30/10	GUS J. SOLOMON CTIHSSE	N/A	N/A	620 SW MAIN ST
10	FPS	Office	PORTLAND	OR		12/31/10	STONEHENGE TOWER	N/A	N/A	4700 SW COUNCIL CREST DR
10	FPS	Office	Spokane	WA	1					
10	FPS	Office	Spokane	WA	2					
10	FPS	Office	TROUTDALE	OR		08/30/14	TROUTDALE WEST FED WYSE	N/A	N/A	202 NW GRAHAM ROAD
10	FPS	Office	AUBURN	WA		01/15/13	WAREHOUSE S	N/A	N/A	2201 C ST SW
10	FPS	Office	FEDERAL WAY	WA	55	01/04/15	EAST CAMPUS II BUILDING	N/A	N/A	5075 32ND AVENUE
10	FPS	Office	KENNEWICK	WA		03/14/19	LUMP OFF JOE ANTENNA SITE	N/A	N/A	5075 32ND AVENUE
10	FPS	Office	RICHLAND	WA	2	06/30/13	FED BLDG USPO & CH	N/A	N/A	LATITUDE 46 DEG 16' 11" N LONGITUDE
11	IP	Office	Arlington	VA	439	11/03/16	Bellmon	N/A	N/A	825 JADWIN AVE
11	CS&C, OUS	Office	Arlington	VA	688	4/30/2014 3/8/2011 11/6/2013	Gleba	N/A	N/A	4601 North Fairfax Dr Arlington, VA 22101
11	US-VISIT	Office	Arlington	VA	482	5/22/2014	Ft. Meyer	N/A	N/A	1110 North Glebe Road Arlington, VA 22101
11	IP	Office	Arlington	VA	188	06/30/14	Cystal Drive	N/A	N/A	1616 N. First Mer Drive Arlington, VA 22209
11	FMA, CS&C	Office	Washington	DC	171	02/01/14	850 Mass Ave	N/A	N/A	2451 Crystal Drive Arlington, VA 22202
11	IP, OUS	Office	Washington	DC	149	N/A	NAC	N/A	N/A	850 Massachusetts Ave. NW Washington, DC 22201
11	US-VISIT	Office	Rosslyn	VA	208	08/27/14	Wilson Blvd	N/A	N/A	2401 Massachusetts Ave. NW Washington, DC 20018
11	IP	Office	Arlington	VA	204	06/12/14	Jeff Davis	N/A	N/A	1550 Wilson Blvd Rosslyn, VA 22209
11	IP	Office	Arlington	VA	304	02/18/15	Courthouse	N/A	N/A	1421 Jefferson Davis Hwy. Arlington, VA 22202
11	FPS	Office	Washington	DC	136		800 N. Capitol	N/A	N/A	1310 North Courthouse Rd Arlington, VA 22201
11	FPS	Office	ALEXANDRIA	VA		08/14/13	ALEXANDRIA	N/A	N/A	800 North Capitol St. NW Washington, DC 20002
11	FPS	Office	SUJTLAND	MD		07/31/12	WASH NAT RECORDS CT	N/A	N/A	8315 EREN MAR DRIVE Washington, DC 20002
11	FPS	Office	WASHINGTON	DC		02/28/13	MARY E SWITZER BUILDING	N/A	N/A	4226 SUJTLAND RD
11	FPS	Office	WASHINGTON	DC		10/15/12	PRIG LOT 12TH & C ST SW	N/A	N/A	300 C STREET SW
11	FPS	Office	WASHINGTON	DC		02/28/11	REAGAN BLDG FOB	N/A	N/A	12TH & C ST SW
11	FPS	Office	WASHINGTON	DC		09/14/11	JEMAL RIVERSIDE	N/A	N/A	1300 PENN AVE NW 1900 HALF STREET

Note: locations identified in red are new locations in FY 12.

TUESDAY, MARCH 6, 2012.

U.S. COAST GUARD

WITNESS

ADMIRAL ROBERT J. PAPP, JR., COMMANDANT, U.S. COAST GUARD

OPENING REMARKS: CHAIRMAN ADERHOLT

Mr. ADERHOLT. Good morning. The Subcommittee will come to order.

It is good to have you here, Admiral Papp. Thank you for being here.

First let me say that we were all made painfully aware last week that the Coast Guard is inherently dangerous work. We all mourned the tremendous loss of the brave helicopter crew in Mobile Bay that occurred last Tuesday.

Lieutenant Commander Dale Taylor, Lieutenant Junior Gray, John Cameron, Chief Petty Officer Fernando Jorge, and Petty Officer Andrew Knight, they are far from being forgotten.

And, Admiral, I understand there is a memorial service on Thursday that you will be attending and please let the family members know our thoughts and prayers are with them here in Washington.

But we are not defined by the shadow of this tragedy. Rather, the Coast Guard best honors the memory of their fallen brothers by resolutely carrying out its vital mission in protection of this great Nation.

In fact, last week was visibly bittersweet for the Coast Guard. Just days after that unexplained loss, the Coast Guard celebrated the production of its newest class of cutters, the fast response cutter, a modernized patrol boat that represents the strength of American craftsmanship and the future of the world's most capable Coast Guard.

I was joined at that ceremony by some very proud American shipyard workers, and bold and active-duty service members, and by a man who is both grieving, yet also proud, Admiral Papp, who, as I say, is with us today and the Commandant of the United States Coast Guard.

Admiral, again, we are very sorry for the loss of the service members and we thank you for being here to discuss the fiscal year 2013 budget. And, again, our thoughts and prayers are with all the family members of those that lost their lives last week.

No one can doubt your dedication to service, Admiral, or that of the active military and civilians that you command. But our chore here today is a challenging one. We are trying to make sense of the Coast Guard's latest budget request, a proposal that, one, cuts over 1,000 active-duty billets and decreases the military in strength to just over 41,000, decommissions two high endurance cutters, de-

commissions three 110-foot patrol boats, and terminates the high tempo patrol boat program, largely championed by this Subcommittee.

It delays the acquisition of several key assets and squanders \$30 million in savings by dragging out the acquisition of two FRCs, fast response cutters, funded by this Subcommittee last year.

In addition, the Coast Guard continues to assert that its eight-year-old mission need statement is the basis for requested investments even though neither the budget for fiscal year 2013 nor the Coast Guard's funding profile in the out-year supports the requirements developed back in 2004.

So instead of the Administration's claimed support for front-line operations or for building capacity towards steady mission requirements, this budget submission diminishes current near-term and future capabilities.

To put it mildly, this is a budget that is challenging for us to accept. We full well understand the difficulty you are facing balancing a shrinking budget while also trying to take care of the Coast Guard families, sustaining operations with aging assets, and recapitalizing for the future.

This is no small task in today's fiscal environment. But the Congress has never supported a plan that so bluntly guts operational capabilities. Rather, we have repeatedly funded a rationalized modernization program that minimizes gaps by phasing out antiquated cutters and aircraft while at the same time bringing new assets on line.

I believe what is at stake is no less than the future of our Coast Guard. You appear to have arrived at a tipping point between the Coast Guard that you assert is needed and the agency this Administration is actually willing to support.

In my view, the Coast Guard cannot be short-sighted in its approach to this challenge. Instead the service must approach these issues strategically by applying an updated look at capabilities and requirements within the confines of the budget proposed and its new realities.

Admiral, we know you have a tough job. This is precisely why we are relying on you to explain how this budget meets our Nation's needs for both fiscal discipline and robust security.

Before I turn to the Admiral for his comments this morning and for his opening statement, first I would like to recognize the distinguishing ranking member, Mr. Price, for a few remarks that he may have to make.

[The information follows:]

**The Honorable Robert Aderholt
Committee on Appropriations
Subcommittee on Homeland Security**

**Opening Statement:
*Coast Guard FY 2013 Budget Request***

**Witness:
Admiral Robert Papp, Commandant**

10:00 PM | Tuesday | March 6, 2011 | 2359 RHOB

Subcommittee will come to order [*gentle strike of gavel*] –

As we all were made painfully aware just one week ago, the Coast Guard's work is inherently dangerous.

We all mourn the tremendous loss of the brave helicopter crew in Mobile Bay last Tuesday: Lieutenant Commander Dale Taylor, Lieutenant Junior Grade John Cameron, Chief Petty Officer Fernando Jorge (hor – hay), and Petty Officer Andrew Knight are far from forgotten.

....But we are not defined by the shadow of this tragedy....rather, the Coast Guard best honors the memory of their fallen brothers by resolutely carrying out its vital missions in protection of this great Nation.

In fact, last week was visibly bittersweet for the Coast Guard –

Just days after inexplicable loss, the Coast Guard celebrated the production of its newest class of cutters: the Fast Response Cutter.... a modernized patrol boat that represents the strength of American craftsmanship and the future of the world's most capable Coast Guard.

I was joined at that ceremony by some very proud American shipyard workers, emboldened active duty service members, and by a man who was both grieving yet also proud – Admiral Papp, the Commandant of the Coast Guard and our witness here today.

Admiral, again, we are very sorry for the loss of your fellow service members and we thank you for being here to discuss the Coast Guard's FY13 budget request.

Admiral, no one can doubt your dedication to service...or that of the active duty military and civilians that you command.

But, our chore here today is a challenging one – we are trying to make some sense of the Coast Guard's latest budget request....a proposal that:

⇒ Cuts over 1,000 active duty billets and decreases military end-strength to just over 41,000;

- ⇒ Decommissions two High Endurance Cutters;
- ⇒ Decommissions three 110-foot patrol boats;
- ⇒ Terminates the high-tempo patrol boat program, largely championed by this Subcommittee;
- ⇒ Delays the acquisition of several key assets; and
- ⇒ Squanders \$30 million dollars in savings by dragging out the acquisition of two Fast Response Cutters funded by this Subcommittee last year.

In addition, the Coast Guard continues to assert that its eight-year old Mission Needs Statement is the basis for requested investments—even though neither the budget for FY13 nor the Coast Guard’s funding profile in the out-years support the requirements developed back in 2004.

So, instead of the Administration’s *claimed* support for frontline operations or for building capacity towards stated mission requirements, this budget submission diminishes current, near-term, and future capabilities.

Admiral, to put it mildly, this is a budget that is challenging for us to accept.

We full well understand the difficulty you faced in balancing a shrinking budget while also trying to take care of Coast Guard families, sustaining operations with aging assets, and recapitalizing for the future. This is no small task in today's fiscal environment.

But, the Congress has never supported a plan that so bluntly guts operational capabilities. Rather, we have repeatedly funded a *rationalized* modernization program that minimizes gaps by phasing-out antiquated cutters and aircraft while simultaneously bringing new assets on line.

Admiral, I believe what is at stake is no less than the future of our Coast Guard – you appear to have arrived at a tipping point between the Coast Guard that you assert is needed and the agency this Administration is *actually* willing to support.

In my view, the Coast Guard cannot be shortsighted in its approach to this challenge. Instead, the service must approach these issues strategically by applying an updated look at capabilities and requirements within the confines of the Budget Control Act's new realities.

Admiral, we know you have a tough job – that is precisely why we are relying upon you to explain how this budget meets our Nation’s needs for both fiscal discipline and robust security.

Before I turn to the Admiral for his statement, let me first recognize the distinguished Ranking Member for any remarks he wishes to make.

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OPENING REMARKS: RANKING MEMBER PRICE

Mr. PRICE. Thank you, Mr. Chairman.

I, too, want to begin this morning by expressing my sympathy, the good wishes of this Subcommittee and the Nation to the Coast Guard and its families for the tragedy suffered last week in Mobile Bay.

One of the pillars that makes America strong is that we are blessed by men and women in uniform who volunteer to safeguard us every day. To the Coast Guard and the men and women of the Department of Homeland Security, we offer our thoughts and prayers for the loss of these four individuals and our thanks for their brave service to the Nation.

Today we are glad to welcome back the Commandant of the Coast Guard, Admiral Robert Papp, to discuss his agency's budget request for fiscal year 2013. The Coast Guard is requesting \$8.3 billion. This does not factor in \$254 million in overseas contingency operations that are included as a permissive transfer in the Navy budget. However, even when you factor that in, this request is lower than the current fiscal year.

Like the rest of the Federal Government, you are being asked to do more with less. Your budget reflects your heavy reliance on human capital for all your activities. Sixty-five percent of your request is tied to people and you will be letting about 1,070 personnel go in 2013.

Admiral, in a recent speech, you stated that about two and a half billion dollars is required to properly replace the Coast Guard's aging stock of ships, aircraft, and other property, yet the budget requests far less than that amount, \$1.43 billion to be precise.

Within this amount, you have had to make some tough decisions on which assets you need to keep on track by providing a healthy amount of funding this year, which ones can be delayed, requiring your personnel to continue to operate on aging and delapidated vessels or aircraft, and which new procurements will be added and which acquisitions you are holding outright. They are not easy choices.

I am pleased to see the Coast Guard beginning the procurement of a new heavy icebreaker and requesting sufficient funds to complete the sixth National Security Cutter. But I am disappointed by a lack of funding for the seventh or eighth National Security Cutter, the lack of the advanced funding on those items.

No doubt, you are well aware of the uproar this decision has caused and I, too, question it. If no additional national security cutters are procured after number six, we are effectively halving the Coast Guard's largest cutter fleet at the same time that you plan to place one of the new national security cutters in Alaska for up to six months of the year, meaning you are going to have fewer cutters operating elsewhere.

This certainly was not the plan when Deep Water was originally envisioned and a smaller national security cutter fleet was justified to Congress. So I expect we will want to delve into this topic today.

Similarly, I have concerns about delays in the Fast Response Cutter. Your budget essentially overrides congressional direction.

In 2012, it requires you to procure six of these ships eliminating \$30 million in cost savings that we anticipated.

This change coupled with the decommissionings of three patrol boats in 2013 will result in approximately 13,000 fewer patrol boat operating hours next year. This is a troubling decrease that this Committee must weigh carefully the implications of, particularly as we see vast amounts of narcotics coming up through the Caribbean and instability in Mexico as the Calderon administration comes to a close.

Admiral, we value the work of the Coast Guard day in and day out. Many times we watch in amazement as you complete a tough rescue operation or an exceedingly difficult operation such as the break-in by an icebreaker to provide Nome, Alaska with the fuel they needed to last through the winter.

And our hearts go out to you when we experience a tragic accident like the one last week. We hold the men and women of the Coast Guard in the highest regard on this Subcommittee.

Our job here today and through the appropriations process is to ensure that you have the resources necessary to fulfill your mission and that taxpayer dollars are allocated wisely.

Admiral, I have no doubt that you share this point of view and look forward to working with you again this year.

Thank you, Mr. Chairman.

Mr. ADERHOLT. Thank you, Mr. Price.

Admiral Papp, we look forward to your comments.

5/23/12

Price Statement at Hearing on the FY13 Budget for the Coast Guard

Price Statement at Hearing on the FY13 Budget for the Coast Guard

*March 6th, 2012***Subcommittee Ranking Member Rep. David Price**

"First let me start by expressing my sympathy and the good wishes of this Subcommittee and the nation to the Coast Guard and its families for the tragedy suffered last week in Mobile Bay. One of the pillars that makes America strong is that we are blessed by men and women in uniform who volunteer to safeguard us every day. To the Coast Guard, and the men and women of DHS, we offer our thoughts and prayers for the loss of these four individuals and our thanks for their brave service to our nation.

"Today we welcome back the Commandant of the Coast Guard, Admiral Robert Papp, to discuss his agency's budget request for fiscal year 2013. For fiscal year 2013, the Coast Guard is requesting \$8.3 billion; however, this does not factor in \$254 million in overseas contingency operations (OCO) that are included as a permissive transfer in the Navy's budget. Even when you factor that in however, this request is lower than the current fiscal year.

"Like the rest of the federal government, you are being asked to do more with less. Your budget reflects your heavy reliance on human capital for all of your activities. Sixty five percent of your request is tied to people, and you will be letting about 1,070 personnel go in 2013.

"Admiral Papp, in a recent speech, you stated that about \$2.5 billion is required to properly replace the Coast Guard's aging stock of ships, aircraft, and other property. Yet the budget requests far less than that amount: \$1.43 billion to be precise. Within this amount, you have had to make some tough decisions on which assets you need to keep on track by providing a healthy amount of funding this year; which ones can be delayed, requiring your personnel to continue to operate on aging and dilapidated vessels or aircraft; which new procurements will be added; and which acquisitions you are halting outright.

"While I am pleased to see the Coast Guard beginning the procurement of a new heavy icebreaker and requesting sufficient funds to complete the sixth National Security Cutter (NSC), I am disappointed by a lack of funding proposed for the seventh or eighth NSCs. No doubt you are well aware of the uproar this decision has caused, and I too, question it. If no additional NSCs are procured after number 6, we are halving the Coast Guard's largest cutter fleet at the same time that you plan to place one of the new NSCs in Alaska for up to six months of the year, meaning you have fewer cutters working elsewhere. That certainly was not the plan when Deepwater was originally envisioned and a smaller NSC fleet was justified to Congress. I expect we will delve into this topic today.

"Similarly, I have concerns about delays in the Fast Response Cutter (FRC). Your budget essentially overwrites Congressional direction in 2012 that requires you to procure 6 of these ships, eliminating \$30 million in cost savings that we anticipated. This change, coupled with the decommissionings of three patrol boats in 2013, will result in approximately 13,000 fewer patrol boat operating hours next year. This is a troubling decrease that this Committee must carefully weigh the implications of, particularly as we see vast amounts of narcotics coming up through the Caribbean and instability in Mexico as the Calderon Administration comes to a close.

"Admiral Papp, we value the work the Coast Guard does day in and day out. Many times I watch in

5/23/12

Price Statement at Hearing on the FY13 Budget for the Coast Guard

' amazement as you complete a tough rescue or an exceedingly difficult operation, such as the break in by
' icebreaker to provide Nome, Alaska with the fuel they needed to last through the winter. At the same time, my
' heart goes out to you when we experience a tragic accident, like the one just last week.

"We hold the men and women of the Coast Guard in the highest regard on this Subcommittee. Our job here today and through the appropriations process is to ensure that you have the resources necessary to fulfill your missions and that taxpayer dollars are allocated wisely. Admiral Papp, I have no doubt that you share this point of view, and I look forward to working with you this year."

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OPENING STATEMENT: COMMANDANT PAPP

Admiral PAPP. Thank you, Mr. Chairman and Mr. Price.

And I am going to divert from my notes here for just a moment and give you a sincere thanks for the expressions of sympathy for the crew of the 6535.

You know, there are times when there is only one person in the Coast Guard who can take on certain duties. One of those is when we lose members of our family.

I went over to Mobile on Friday afternoon and I met with the parents of Lieutenant Commander Taylor and Lieutenant Junior Grade Cameron, hugged their moms. Everybody shed a few tears. We chatted a little bit and then I went around and spoke to the shipmates of Chief Petty Officer Jorge and Petty Officer Knight as well.

I will return there on Thursday to speak at the memorial service when I will see Mrs. Taylor and her two sons, age 7 and 4, remainders of the families and other representatives and also our greater Coast Guard family in the Mobile area.

There is only one person who can do that. There is only person who is called upon to do that in times of stress and passion and emotion and that is the Commandant of the Coast Guard who speaks in those events.

Likewise, there is only one person who can come up here and tell you what my service needs are and that is the Commandant as well.

And the emotion and the passion that I feel for my service is only strengthened by those events of the last week and redoubles my commitment to come up here and give you candid assessments of what I can do within the limits of the budget, what my best advice is for spending every nickel of that budget to provide the best services possible for our country.

For 222 years, the Coast Guard has faithfully served this Nation and we have weathered many storms in the past and we have adapted to operate at times of peace and conflict and continually respond to meet emerging maritime challenges.

Today is no different. The Coast Guard men and women are confronting a diverse array of challenges in the maritime environment, whether it is transnational smuggling, illegal fishing on the high seas, increasing human activity driven by economic opportunity of an ice-diminished Arctic Ocean, and piracy to name a few.

Just over this past weekend, Coast Guard Cutter Northland was on patrol off South America when its embarked helicopter sighted a vessel with three outboard engines and numerous bales visible on deck.

We call that a go fast vessel. It is a smuggling method, and it refused to stop even after the helicopter fired warning shots. The helicopter gunner then fired into the go fast engines to disable it and the cutter Northland's boarding team went aboard and recovered 1,600 kilos; that is nearly 2 tons, of pure cocaine worth an estimated street value of \$42 million.

If we had not interdicted this cocaine, it would have made its way into South America and through Mexico and would have been broken down in much smaller loads for transport and sale. It

makes that significantly harder for land-based law enforcement to interdict.

And as it travels north through Central America and Mexico, it creates a cascading wave of destabilization, crime, and social harm that spills across our southwest border and into our streets.

[Chart]

Admiral PAPP. I placed a paper chart up there that shows the threat vectors and the maritime trade routes that approach our country, a maritime Nation that depends upon those trade routes for 95 percent of our trade, about \$700 billion of our gross national product.

As you can see, illicit trafficking is just one of the many maritime threats that our Nation is facing. And if we do not have the tools to confront these threats, they pose a significant risk to our economic prosperity.

This is why responsibly rebuilding the Coast Guard and providing our hard-working Coast Guard men and women with the tools they need to do the job remains my top budget priority.

Now, the good news is that since 9/11, because of your support, we have undertaken numerous steps to mitigate the risk in our ports and our inland waterways and along the coast, the near shore region as I refer to it.

We have heavily invested in new small boats, more capable aircraft, and the personnel to operate them. We have also deployed Rescue 21, the distress communications system, through the continental United States.

We have unified our field commands through the creation of separate commands to bring together our response and prevention activities. We have enhanced our regulatory inspection and compliance programs and we have built out highly effective, deployable specialized forces that can deploy between the ports for security.

We have also strengthened our partnerships with many federal, state, and local agencies that we operate alongside.

In other words, although there is always more work to do, in my nearly 40 years of service, I am proud to say that our shore, boat, and patrol forces in our ports and along the coast are in the best shape that I have ever seen them.

But the last place that we want to confront maritime threats is in our ports or near our coast. We prefer to push those threats out in the offshore region, as far off our coast as possible. There is only one agency within the United States Government that has the authorities and the capabilities to do that and that is the United States Coast Guard.

So back to the Cutter Northland, which is an example of that. The condition of our offshore forces, especially our major cutter fleet, is a much different story than our shore-based forces. Despite the best efforts of our crews and the support of this committee, the state of our major cutter fleet, most of which is in excess of 40 years of age, is deeply concerning.

Our legacy high-endurance cutters are only achieving 70 percent of their programmed underway hours and more than 50 percent of the time, they are sailing with debilitating casualties.

Compounding this challenge is that the United States Navy, whom we partner with to patrol the offshore regions like the transit zone, is also reevaluating its fleet size.

Navy ships such as the Perry class frigates have served us well in the past in the counter-drug mission, but they are leaving the service. This is also a cause for concern because the key to interdicting threats offshore is maintaining a persistent presence with cutters.

If we do not have major cutters that are capable of operating independently in the transit zone and along the trade routes, we cannot mount a response. It is that simple.

Last year, more than 700 metric tons of cocaine moved through the western hemisphere transit zone, but despite having actionable intelligence, almost once per week, the drugs were on the water en route to Central America. We lacked an available major cutter to disrupt and interdict these smugglers.

Other maritime threats are on the rise. The expanding global population is placing pressure on our fishing stocks and increasing the demand for fossil fuels. As a maritime Nation and an Arctic Nation, we require major cutters to patrol and ensure the stewardship of these and other deep sea resources.

This is why we must continue to build major cutters such as the sixth National Security Cutter, which is in this budget, as quickly as possible. And I am extremely grateful to the Secretary and the President for giving their support for number 6 in this budget.

Doing this lowers our costs, maintaining momentum that has allowed us to put National Security Cutters 4 and 5 on contract for nearly the same price.

There are at least two other reasons why our recent acquisitions have been very successful: your strong support and our highly capable acquisition workforce.

Today we are poised to build ships and aircraft like never before. And many of our acquisition programs are mature. We have overcome learning curves, taken advantage of opportunities, and are reaping the benefits of a refined production process and trained builders.

In order to deliver our new assets as fast and inexpensively as possible, we must keep these production lines going.

Beyond major cutters, we have also delivered the first Fast Response Cutter and we have 11 more on order. We have delivered 13 maritime patrol aircraft. At least two arrived ahead of schedule. And we have also delivered 83 of our new medium-size response boats.

The ships and aircraft we are building today will define the Coast Guard's capability for the next 50 years, the capability we need to remain true to our motto, *Semper Paratus*, always ready, as we enter our third century of service to the Nation.

So thank you for the opportunity to come up here and testify this morning and I look forward to answering your questions.

[The information follows:]

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**TESTIMONY OF
ADMIRAL ROBERT J. PAPP, JR.
COMMANDANT, U.S. COAST GUARD**

**ON THE
COAST GUARD FISCAL YEAR 2013 BUDGET REQUEST**

**BEFORE THE
HOUSE APPROPRIATIONS SUBCOMMITTEE ON HOMELAND SECURITY**

MARCH 6, 2012

INTRODUCTION

Good morning Mr. Chairman and distinguished members of the Committee. Thank you for the continuing support you have shown to the men and women of the United States Coast Guard, including the funding provided in the Fiscal Year (FY) 2012 Consolidated Appropriations Act to recapitalize the aging fleet and sustain front-line operations.

This year marks our 222nd year of protecting Americans on the sea, America from threats delivered by the sea and the sea itself. Throughout this period, our unique authorities, capable assets and determined personnel have adapted to meet the Nation's evolving maritime safety, security and stewardship needs. We are locally based, nationally deployed and globally connected.

I am here today to discuss the Coast Guard's FY 2013 Budget Request. Before discussing the details of the request, I would like to take this opportunity to discuss some of the Coast Guard's recent operational successes, our value and role in the Department of Homeland Security, and in service to the Nation.

Over the past year, Coast Guard men and women – Active Duty, Reserve, Civilian and Auxiliarists alike – continued to deliver premier service to the public. In the Midwest, Coast Guard Disaster Assistance Response Teams were among the first responders to residential areas impacted by severe flooding. In the Western Caribbean, Coast Guard Medium Endurance Cutters and Seagoing Buoy Tenders interdicted and supported the multi-agency recovery of Self-Propelled Semi-Submersible vessels. These “drug subs” are designed for one specific purpose – to deliver multi-ton loads of pure cocaine bound for our shores, streets and schools. While the use of drug subs is increasingly popular in the Eastern Caribbean, these interdictions mark the first time we have encountered drug subs in the Western Caribbean. In the Arctic, the Coast Guard icebreaker HEALY and her crew broke their way through 800 miles of Bering Sea ice to enable the *Motor Vessel Renda* to deliver 1.3 million gallons of fuel to the 3,600 people of Nome, Alaska after extreme weather and ice formation precluded safe delivery of this vital commodity.

Last year, the Coast Guard responded to 20,510 Search and Rescue cases and saved over 3,800 lives; seized over 75 metric tons of cocaine and 18 metric tons of marijuana destined for the

United States; seized 40 vessels, detained 191 suspected smugglers; conducted over 10,400 annual inspections of U.S. flagged vessels; conducted 6,200 marine casualty investigations; conducted more than 9,000 Port State Control and Security examinations on foreign flagged vessels; and responded to 3,000 pollution incidents.

I am pleased to advise you that the Coast Guard recently accepted delivery of the lead Sentinel Class Fast Response Cutter, the BERNARD C. WEBBER. Sixty years ago, on February 18, 1952, Boatswain's Mate First Class Webber and his three-man 36-foot motorized lifeboat crew rescued 32 souls, one by one, from the 503-foot *Tank Vessel Pendleton* after it broke in two in a Nor'easter off Cape Cod featuring 60-foot seas, 70-knot winds and blinding snow. Petty Officer Webber's seamanship, courage and leadership serve as an enduring reminder of the Coast Guard's value to the Nation.

The FY 2013 Budget represents a critical inflection point – the ships, boats and aircraft we are investing in today are vital to ensuring the Coast Guard remains ready to respond to maritime threats and hazards, well into the future. Indeed, these resources will not just shape, but in a large part will define the Coast Guard's next fifty years of capability. We are also exercising resource and operational stewardship while simultaneously preparing for the future. We recently completed a review of doctrine, policy, and our operations and mission support structure to ensure we are focusing resources and forces where they are most needed. This prioritization is reflected in our FY 2013 budget submission, which focuses on balancing current operations with our need to recapitalize for the future. However, we must do so in a manner that sustains our capability to safeguard lives, protect the environment and facilitate safe and secure commerce throughout our Maritime Transportation System – a system which carries 95 percent of all U.S. foreign trade and accounts for nearly \$700 billion of the U.S. gross domestic product and 51 million U.S. jobs.

The Coast Guard's value and role:

- We protect those on the sea: *leading responses to maritime disasters and threats, ensuring a safe and secure Maritime Transportation System, preventing incidents, and rescuing those in distress.*
- We protect America from threats delivered by sea: *enforcing laws and treaties, securing our ocean resources, and ensuring the integrity of our maritime domain from illegal activity.*
- We protect the sea itself: *regulating hazardous cargo transportation, holding responsible parties accountable for environmental damage and cleanup, and protecting living marine and natural resources.*

FY 2013 REQUEST:

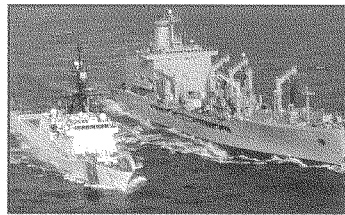
In recognition of the current fiscal environment, the Coast Guard's FY 2013 Budget strikes the optimal balance between current operations and investment in future capability to sustain the Coast Guard's ability to execute its missions, and address the most pressing operational requirements. This budget request includes investment in new assets which are critical to ensure the Coast Guard remains capable of carrying out its missions today and well into the future. Accordingly, the Coast Guard's FY 2013 Budget priorities are to:

- Responsibly Rebuild the Coast Guard
- Efficiently Preserve Front-line Operations
- Strengthen Resource and Operational Stewardship
- Prepare for the Future

Highlights from our request are included in Appendix I.

Responsibly Rebuild the Coast Guard

The Coast Guard continues to focus resources on recapitalizing cutters, boats, aircraft, and Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance systems, critical to sustaining the ability to accomplish missions well into the future. This budget request fully funds the sixth National Security Cutter, strengthening the Coast Guard's long-term major cutter recapitalization effort to replace its aged, obsolete High Endurance Cutter fleet as quickly as possible. The FY 2013 investments are critical to replacing and sustaining aging in-service assets, and are key to maintaining future capability.



The Coast Guard Cutter WAESCHE conducts at-sea refueling operations for the first time in the ship's history.

Efficiently Preserve Front-line Operations

To ensure the Coast Guard remains ready to meet the Nation's safety and security requirements, the FY 2013 Budget request provides a balance between sustaining front-line operational capacity and rebuilding the Coast Guard. The FY 2013 Budget provides funding to operate and maintain Coast Guard assets and sustain essential front-line operations. Key investments include funding the operation of new assets delivered through acquisition programs and investment in military workforce pay and benefits.

Strengthen Resource and Operational Stewardship

The FY 2013 Budget meets essential mission needs while simultaneously preparing for new and exigent demands. Through a comprehensive internal review of doctrine, policy, operations and mission support structure, the Coast Guard has focused resources and forces where they are most needed, while recognizing the current fiscal challenges. The FY 2013 budget also proposes administrative and programmatic reductions to improve efficiency and service delivery, while continuing investment in Coast Guard activities that provide the highest return on investment.

Prepare for the Future

The Coast Guard continuously identifies and prepares for emerging maritime threats facing the Service and the Nation. The FY 2013 Budget request recognizes the criticality of the Arctic as a strategic National priority, given increasing presence and interest by other Nations, the preponderance of natural resources available in this region, and increasing maritime commercial and recreational activity.

CONCLUSION

The role of the Coast Guard has never been more important. As we have done for well over two centuries, we remain "*Always Ready*" to meet the Nation's ever-broadening maritime needs, supported by the FY 2013 request. I request your full support for the funding requested for the Coast Guard in the President's FY 2013 Budget. Again, thank you for the opportunity to testify before you today. I am pleased to answer your questions.

CAPITAL INVESTMENT PLAN, SUBMISSION OF

Mr. ADERHOLT. Thank you, Admiral Papp.

Let me start off with the fiscal year 2012 conference agreement, which of course, as you know, directed the submission of the capital investment plan with the submission of the fiscal year 2012 budget.

However, as we sit here today, almost a month after the budget was submitted, we still have not seen the Coast Guard's investment plan. The requirement for the CIP, or the capital investment plan, was in bill language. That was signed into law by the President. It was carried in both houses, the House and the Senate bill, and certainly did not appear just out of thin air.

The requirements were not new or overly burdensome. They are, in fact, requirements for information that you as the Commandant should already have in order to provide the needed oversight for your acquisition program.

Admiral Papp, I must be honest. The failure is unacceptable to this Subcommittee.

Why has the Coast Guard failed to comply with the law and right now this morning, we need to know when we can receive this report?

Admiral PAPP. Sir, I take responsibility for that failure. You are absolutely right. It is relatively new for us, but that is not an excuse. I have discovered that it is still within my headquarters and I commit to you to have it out of Coast Guard headquarters by the end of the week for review by the Administration.

Mr. ADERHOLT. Okay. So when do you expect that we can receive it?

Admiral PAPP. Well, we will have to work with the Administration to see how quickly we can push it through there. But we will wrap it up in terms of my portion of it and forward it on within the next week.

Mr. ADERHOLT. And there is \$75 million that is withheld from the operating account, from your operating account, until the report is submitted.

So you can assure us your commitment to take the statutory requirements very seriously and submit the report and also avoid that something like this would happen in the future?

Admiral PAPP. Yes, sir. That \$75 million certainly is a great incentive for me because we need each and every nickel that we have in our budgets. And I commit to you to do a better job on it and get it to you as soon as possible.

Mr. ADERHOLT. Thank you, Admiral.

The President's budget includes funding for the sixth NSC which has been referred to earlier, but that does not provide any funding in the out-years for the NSC number seven and number eight, nor does the funding profile show the shutdown of costs associated with the program.

Is the program of record for eight NSCs still a relative requirement?

Admiral PAPP. Yes, sir. And I have confirmed that with our Secretary. She has stated that it is still the program of record.

This year, our acquisition budget, our acquisition portion of the budget—although our overall budget is reduced by about 4 per-

cent—the 2013 budget represents a 20 percent reduction in our acquisition monies.

That has caused us to look across our entire portfolio. And, quite frankly, we are ordering the minimum production level in almost every project that we have including the National Security Cutter.

I acknowledge right up front that in the 5-year plan, there are zeros next to seven and eight, but the Secretary remains committed. That is the program of record.

And I think given the constraints of the Budget Control Act, we are going to have to look at each and every asset in every portfolio in each and every year as we go forward and work doubly hard to justify whatever we can get to spend on those projects.

NATIONAL SECURITY CUTTERS: PRODUCTION

Mr. ADERHOLT. In order to maintain the current production rate, when does the Coast Guard need funding to begin construction of the NSC 7?

Admiral PAPP. NSC 7 would be within the 2014 budget, which is what we had programmed in order to keep the flow at the shipyard in proper sequence and to get the—under the original construct, if you go back to the 2012 budget submission, we were looking at year 2014 and 2015 for NSCs 7 and 8 in order to keep the flow going and also make room in the budget for starting the Offshore Patrol Cutter.

I would like to add that I am a fairly optimistic guy, so as I look at the plan, one of the things I have been talking in many venues about is the need for recapitalizing our icebreaker fleet as well. So a positive note in looking ahead is that we are starting to get money now to recapitalize our icebreaker program.

But there are a lot of portfolios there. There are diminishing resources in the acquisition fund and in our budget. And as we go from year to year, I suspect it is going to be a battle to look at each and every one of those items and either justify or reprioritize spending within any given budget year.

Mr. ADERHOLT. Where would the number seven and number eight NSCs be located?

Admiral PAPP. The hulls themselves?

Mr. ADERHOLT. Yes.

Admiral PAPP. My planned lay-down or at least the plan that I have approved within Coast Guard headquarters for planning is NSCs 1 through 4 are going to be in Alameda, California. Let me correct that. NSCs 1 through 3 are in Alameda, California. Then we go to 4 and 5 in Charleston, South Carolina. NSC 6 goes back to Alameda. Then NSCs 7 and 8 go to Honolulu for the lay-down.

NATIONAL SECURITY CUTTERS: OPTIONS IF NOT FUNDED

Mr. ADERHOLT. I know my time is running out, but let me ask you one last thing. If you do not get the funds for the NSC 7 and 8, what will that mean for your legacy fleet?

Admiral PAPP. Well, we would have to look at all the options that are available. One option might be keeping some of the 378-foot, high-endurance cutters on active duty. That presents a challenge.

Just 2 years ago, I am sorry, 3, 4 years ago now, when I was the Atlantic Area Commander, I had to shut down both Dallas and

Gallatin, the two ships that are home ported in Charleston. We found major structural problems in both ships that made them unsafe to go to sea.

The Commandant at the time and under my recommendation, decided to reactivate those ships. It took us \$20 million and 2 years to get Gallatin back into shape. If I was confronted with that decision today as Commandant, we would not spend the money. We would just decommission the ship or lay it up because it is just unsafe to send people to sea in.

The remainder of the ships that we have in service right now are rapidly approaching that as well. We only get about \$1 million per year in sustainment funds for each one of those ships. If you spend \$20 million on one ship or you spend \$2 million on one ship, it comes at the expense of other ships and other programs, which worsens their condition as well.

So it is a risky proposition going forward trying to keep the Hamilton class 378-foot, high-endurance cutters in service because they are just increasingly expensive each year.

But if the NSC program is curtailed, I need to look at what the options are to keep some of those ships in the budget, which would push them up into the 50-year range by the time we probably look at decommissioning them.

Mr. ADERHOLT. Thank you.

Mr. Price.

BUDGET CHALLENGES, MEETING

Mr. PRICE. Thank you, Mr. Chairman.

Let me continue to ask you a few questions about the national security cutter and in particular what some of the budget tradeoffs are that you have been dealing with.

This is a real quandary. You have put the production funds in for number six. Number seven and eight are deferred. That is something like \$1.6 million that would be required for those remaining two cutters.

I assume there is a tradeoff here against the procurement of a heavy icebreaker against the investments in fast response cutters.

What kind of decisions have you had to make as you consider these competing needs and then related to that, of course, is what this does to your missions?

Obviously when you combine the at least temporary halt in procurement with the decision to operate in Alaska with one cutter up to six months a year, you are talking about fewer cutters working and a reduced number of operations.

Are we crossing the line here between the increased efficiency, of course, that we have been looking for with really a smaller fleet that is not able to carry out essential missions?

Admiral PAPP. Mr. Price, there is no doubt there are challenges there. My job, however, is twofold.

First of all, I have looked at the—well, actually, three, but the second two are sort of combined. My first thing is to look at our current threats.

And as I said in my opening statement, “Where are the current threats?” We have illegal migration, threats to our fisheries, illegal drugs, all things that need to be intercepted and dealt with on the

high seas. There is only one agency in the government that can do that, that has the legal authorities and the capability to do that. That is the United States Coast Guard.

In order to do that, you need sturdy ships that can be out there on a sustained basis. That is why I continue to say that my highest risk is on the high seas and having major cutters to be able to deal with that.

The second and third thing is "What are future threats going to be?" That is a little harder to analyze, but I think that given our 200-year history, if you look back, there are a lot of the same threats, whether it is piracy, smuggling, or other things. They are consistent in the maritime environment and I suspect that for the next 40 years, they will remain that way, too.

So as you look out for 40 years, what do you give priority to build out over in the near term that is going to last us for the next 40 years because I am not building just for the next budget year? My responsibility as Commandant is to build for the next 40 years.

Another emerging threat is the Arctic. I have said that in many venues around town and around the country. We need to recapitalize our icebreaker program as well.

So as a, once again, relatively optimistic guy, I am looking at the fact that we have acknowledged that the program of record is eight national security cutters. We are getting money for an icebreaker and I think rightly so.

Each and every year, the Secretary and I are going to have to look at the—next year or this coming year, we are going to have to look at the 2014 budget and decide what we can do.

And I have not gotten my budget guidance yet, but I will express my concerns, give her my best professional advice as the Commandant, and we will work our way forward in future year budgets.

POLAR ICEBREAKERS: PLAN FOR OPERATIONAL ADDITIONS

Mr. PRICE. Those arctic priorities obviously loom very large. Could you spell that out a bit exactly what the dimensions of that task are, the work we are going to be doing in the arctic? What is impacting that? What is creating this situation? What kind of change is underway here in terms of the way we should assess our arctic mission?

Admiral PAPP. Yes, sir.

You know, a lot of people think because of whatever your opinions on global warming are, you know, there is more open water, but the ice refreezes just as we saw this year. And actually it makes it a little more dangerous because we are getting increased human activity up there.

But there is still ice and there will be for the foreseeable future. Nome is a great example of that. They waited too long to get the fuel shipment in there and then the ice started forming. And we needed our only national icebreaker to break in the fuel tanker to get into Nome.

I find myself, I am sorry—I find our country at risk by only having one operational icebreaker right now. So we within the Coast Guard are working as hard as possible to get Polar Star back on line in 2013, which will give us two operational icebreakers. And

then we have probably a 10-year window to proceed with starting to recapitalize with a replacement icebreaker and perhaps another one in the future.

But my responsibility is to meet the immediate threat, which we have done by keeping Healy operational and restoring Polar Star. And now I have to be thinking about the future, which is building a new icebreaker that will last us another 40 years.

Mr. PRICE. And international presence in the arctic, is that a factor you are thinking?

Admiral PAPP. Yes, sir. As we look at all the activity up there, the North Sea Route above Russia is going to become more useable than the Northwest Passage over the North American continent sooner rather than later.

There are already Russian ships that are going to be transiting through the Northern Sea Route coming down through the Bering Strait.

The Chinese are constructing icebreakers. And if you read any of their literature, there is an intention on them to assert that they have some claim up there on behalf of the rest of the world.

So the United States needs to be able to maintain a sovereign presence. And I think the Navy would postulate that they have submarines that can go underneath the ice cap. But at the end of the day, you need someone on the surface. You need an icebreaker that can be able to operate up there as we increase our human activities and respond to challenges and emergencies that might come up similar to Nome.

Mr. PRICE. Thank you, Mr. Chairman.

Mr. ADERHOLT. Mr. Carter.

Mr. CARTER. Thank you, Mr. Chairman.

And, Admiral, I thank you for being here. You have got tough decisions ahead of you to make.

You know, we have a saying in Texas that when it comes to ham and eggs, the chicken is involved, but the pig, he is committed.

Admiral PAPP. Right.

DRUG INTERDICTION

Mr. CARTER. And we are pretty committed to being involved in what is going on with the border. And, you know, our governor has put state resources on the border as have many of the other governors for that matter.

And I have been very involved with the Coast Guard and I am impressed with the Coast Guard. And I have seen their operations in drug interdiction down there.

The way I view what is happening on the border, especially with this cocaine war that you just described for us just a few minutes ago with those tons of cocaine that come into this country is that, you know, the border patrol is playing defense and it is hard, tough defense.

You guys are our offensive weapon that are going down there. And you are in the field and you are doing a good job at it.

And I am very concerned about these cuts that we are talking about that both the chairman and the ranking member have already brought up, the high-endurance cutter, the terminating patrol boat, high tempo, high maintenance program. These things

concerns me in that we are losing our offense in the drug war. We are going to be restricted in our offense in the drug war.

And I have got some familiarity, thanks to this committee going to Alaska. We were able to see the top end of this war that is going on, and what you have to face with these people that are taking a high-risk doing this Northwest Passage cruises up there in the north.

And when we were in Alaska, we were told this is dangerous business. Our cutters were weak. If something happened and one of the cruise boats got caught in the ice, response would be almost impossible. We do not have the either air or sea assets to reach them.

We saw what happened in Nome, which, by the way, you are to be congratulated on. I think you did a great job pulling that off.

And I recently was with a Coastguardsman who took my daughter to the White House Christmas party and several of the folks from Alaska came up to him and thanked him for what the Coast Guard accomplished in Nome. So you are to be commended for that operation. You did a good job in a tough situation.

But reducing these assets like this, to me it is a mistake. And so let's start with the drug interdiction.

Do you think we have the resources in 2013 and the next few years to continue our operations at the level we have been doing it so that we can effectively have an offense against the enemy, and in my opinion, the most important war we are fighting?

Admiral PAPP. A qualified yes, sir. And I qualify that by saying, for instance, we are down on the maritime border, both on the California side and the Texas side where Mexico meets the United States.

In fact, yesterday, we interdicted two Mexican launches. The 87-foot patrol boat Albacore stopped two launches. They were carrying marijuana.

And, frankly, all we are seeing for the most part on the California side and the Texas side are marijuana shipments by the maritime. We are not picking up any of these small cocaine loads.

Where the cocaine is coming across is on the border, on the land border. In fact, as a stark contrast, I was in El Paso just a few weeks ago. I went down to the border crossing. And they were celebrating because they had just stopped a car and found a brick of cocaine in a rocker panel, a brick of cocaine. And that was cause for celebration.

Well, we found 54 bales of cocaine, which has about 50 bricks each in this stop by the Northland I was telling you about.

So what is the more effective way of stopping cocaine coming into our country? It is pushing it offshore, pushing it down toward South America when we can intercept the multi-ton loads before they get broken down into rocker panels inside cars coming across the border, which is a much harder solution to stopping the drugs.

We stop somewhere between 100 and 150 tons of pure cocaine in the maritime transit zone. The entire U.S. law enforcement establishment across all the lower 48 states picks up about 40 tons in a given year. That is millions of people picking up about 40 tons, a couple Coast Guard cutters stopping 100 or more tons.

So our patrol boat hours, I am concerned about them. But to be truthful, by the end of 2013, we are going to have seven of our new Fast Response Cutters. We will be back up. We will close that gap on patrol hours over the course of the year.

But in order to fit within this budget, we have eight FRC crews onboard already. We have the people already. And in an ideal budget environment, I would love to have those new crews while we still have the old crews and then wait until those new crews are in the boats and actually out there. Then we could decommission the ship.

I do not have that luxury anymore, so I have to let some of them go so we can hold the ones we have for the new patrol boats. And by the end of 2013, we will be back up there.

In fact, as we speak today, we have 114 total patrol boats out there. By the end of 2013, we will have 118 patrol boats out there and seven of those will be our new Fast Response Cutters, which we are going to get 20 percent more underway opportunities with.

So is it a risk? There is always a risk, but I am comfortable absorbing that risk in the patrol boat arena. But, once again, the big risk is the large offshore cutters, which are becoming increasingly unreliable and which pick up those multi-ton loads.

Mr. CARTER. Well, I for one, as the other gentleman here explained, I am concerned about this. I have always thought since I have been on this subcommittee since 2004, that the Coast Guard was the shining light in the Homeland Security Department. And I want to keep it that way.

I think we have got to start squeezing this thing and try to figure out a way to keep our Coast Guard well equipped and current.

Admiral PAPP. And, sir, if I could qualify. I want to say one of the good things about this Department is the fact that CBP [U.S. Customs and Border Protection] and the Coast Guard work together. I am not diminishing what they do at the border.

Mr. CARTER. I know you are not.

Admiral PAPP. They do a great job at the border, but that is their challenge. They are more challenged because they get those loads that come into Mexico and consequently we have it pretty well covered because if they are not bringing the cocaine around by the maritime route, they are trying to bring it across the land border.

Mr. CARTER. Well, according to the fiscal year 2013 budget, the Coast Guard will be at a five-year low for drug interdiction capability. We have to get that up. That is the war that 40 to 50 thousand people have lost their lives over the last ten years in Mexico. Now, they may not be U.S. citizens, but they are still human beings. And each one of those lives lost matters to me. They are my neighbors.

And this is a serious fight. And if you can stop it down close to its source, like you said, it will maybe lighten the load that we have to carry on the border and hopefully start saving some lives.

I am for getting as many assets in the hands of the Coast Guard as we can.

Thank you, Mr. Chairman.

Admiral PAPP. And, sir, we are not carrying out this battle by ourselves either. Yes, I want to have the ships to be able to do that,

but I have met with Admiral Sinez in Mexico to continue working together and cooperatively.

I am going down to Colombia this month to meet with the Colombian Navy. I went to London and met with the First Sea Lord because they provide assets down there.

We are trying to leverage our partners as well as we can, but all of them are facing budget constraints. England is going to take their ships out of there. Of course, Colombia and Mexico are stretched as well and we are losing our Navy assets.

So we may end up being the only ones holding the bag down there. That is why I am so insistent that we need to recapitalize our major cutter fleet.

Mr. CARTER. I thank you, sir.

Mr. ADERHOLT. Mr. Dent.

TRANSITIONAL WORKER IDENTITY CREDENTIALS: USE AT CHEMICAL FACILITIES

Mr. DENT. Thank you, Mr. Chairman.

Thank you, Admiral Papp, for being here.

And I have always said, you know, the Coast Guard does remarkable work given the limited number of assets and resources it does have. You and everybody certainly in the Coast Guard really deserve to be commended.

Unlike my colleague from Texas, I do not have any clever bacon and eggs metaphors today that we are dealing with, cannot think of one, but, nevertheless, thanks for your service.

I want to talk about TWIC. I am sure you are aware that some of the chemical industry have advocated the use of TWIC, Transportation Worker Identification Credential, for their personnel requirement under the CFATS program.

We have been asking for the Administration's position on this proposal and I have asked and I have offered to work with DHS on legislation should it be necessary.

One question we have been asking, though, is how many employees at these facilities actually have a TWIC card already. I do not know. And you may not be able to answer that at this point.

Admiral PAPP. I cannot. I am sure we can trace that down. I know the numbers of facilities. I certainly do not know the numbers of workers, but we could probably figure that out.

Mr. DENT. If you could find that out, that would be very helpful for the committee if you could.

Admiral PAPP. Certainly.

[The information follows:]

Response: MTSA facilities are statutorily exempt from CFATS and the Coast Guard does not perform inspections on non-MTSA CFATS-regulated facilities. The Coast Guard has no means to confirm how many workers are employed at chemical facilities covered under CFATS and who currently hold a valid TWIC card. The CFATS program is managed by the Infrastructure Security Compliance Division in the National Protection and Programs Directorate's Office of Infrastructure Protection. I've been advised by NPPD that they do not maintain a registry of the number of employees at CFATS-regulated facilities who hold a TWIC card. An extensive data collection effort would be required to gather this information.

CHEMICAL FACILITIES: OVERLAPPING REGULATIONS

Mr. DENT. But to put some scale on this whole situation, do you know how many chemical facilities covered under CFATS are also covered under the Maritime Transportation Security and Safe Ports Act? Do you have any idea what percentage?

Admiral PAPP. I do not. I know there is an overlap and we are continuously working to diminish that overlap. In fact, the Infrastructure Security Compliance Division has granted almost 400 exemptions to CFATS facilities that are also MTSA facilities.

They come to us to gain verification and we are working as hard as we can to eliminate that redundancy where we can and just to keep them pure MTSA facilities. So that work is ongoing.

Mr. DENT. Yeah. I would be curious if your staff could also follow-up on that.

Admiral PAPP. Yes, sir.

[The information follows:]

Response: Facilities that are regulated under the Maritime Transportation Security Act (MTSA) are exempt from the Chemical Facility Anti-Terrorism Standards (CFATS) regulation. Thus, there are no facilities where CFATS and MTSA apply to the same footprint of a facility. In some cases, there may be an area of a chemical facility that is engaged in maritime activities and that is regulated solely under MTSA. Some of these facilities, however, may have other non-maritime areas outside of the MTSA footprint (i.e., that are not regulated under the MTSA regulations), and that may be regulated under the CFATS regulations. Through our harmonization work with the Infrastructure Security Compliance Division in the National Protection and Programs Directorate's Office of Infrastructure Protection, we jointly estimate that there may be as many as 400 facilities where some portion of the facility is regulated under MTSA and another portion of the facility is covered by CFATS.

TRANSITIONAL WORKER IDENTITY CREDENTIALS: READERS

Mr. DENT. That would be very helpful to the committee as well.

I also understand that a good number of TWICs are going to be expiring, meaning that all those maritime employees will then go back to enrollment sites and enroll as if they are first-time applicants.

Given that the readers are still not deployed, is the Administration looking at anything to address that situation?

Admiral PAPP. Yes, sir, absolutely. Mr. Pistol from TSA [Transportation Security Administration] approached me probably about 2 months ago now and we identified the problem. We have put together a working group.

In the Coast Guard, we are extremely concerned over our mariners and not creating duplicative, redundant processes for them, and we are going to try to work toward a solution that will minimize the impact on those people who have to go in for the renewals.

Mr. DENT. Understood. And without these readers, essentially TWIC is—it really is not much more than just a flash pass and it is a pretty expensive one, too, at that.

Do you have any idea what the time line is for the TWIC reader rule?

Admiral PAPP. Yes, sir. We just got the reader report and now we are in the process of coming up with the regulation and the proposed rules. And that is going to be about a year process to work

that through Coast Guard headquarters and then through the Administration.

Mr. DENT. Thank you for that.

And the reader pilot started in August of 2008. That was about a year later. The final rule was supposed to be published by August 2010.

Can you give us any sense of the timing on that issue?

Admiral PAPP. As I said, my most recent read on it is now that we have the report, we are working through the final rule, and that process should take about a year to get completed.

Mr. DENT. Port security TWIC reader projects is going to expire as I understand it. TWICs are expiring. Are we looking at another five years?

Admiral PAPP. For the—

Mr. DENT. For the expiring TWICs.

Admiral PAPP. I do not know, sir. We will provide you an answer for the record on that.

Mr. DENT. And, finally, I guess my time is about up, can you help us understand some of the challenges to finalizing this rule and if you can tell us when it is going to be done?

Admiral PAPP. Now that we have the reader report, there is no obstacle for us proceeding forward. It is just the time involved and writing the final rule and getting that through the Administration and published.

Mr. DENT. Thank you, and appreciate your service and everybody in the Coast Guard.

Admiral PAPP. Thank you, sir.

MISSION NEED STATEMENT, UPDATE OF

Mr. ADERHOLT. Thank you, Mr. Dent.

Admiral, the budget you have presented to us today claims to support the 2004 mission need statement. This study was conducted over eight years ago when Deep Water was the plan for recapitalizing the aging Coast Guard fleet. And program funding was plentiful.

Since then, many things have changed. Deep Water as a single program no longer exists and the fiscal reality of record deficits has forced our Nation to refocus on needs versus our wants.

Other departments, such as Defense, have taken this to heart and made an attempt at resetting the future. While we may not totally agree with what their proposals are, at least they do have a plan. It is imperative that the Coast Guard do the same.

Even Secretary Napolitano has stated in front of this Subcommittee just a few weeks ago that the 2004 mission need statement needs to be updated.

This is not a call for more studies that detail the mix of fleet. You have done many of those over the past few years. This is a new look at the mission's requirement that the various studies build for.

When do you plan to follow the Department of Defense example by laying out a new strategy for the future to reflect today's fiscal realities?

Admiral PAPP. Well, we have taken three looks at the fleet mix over the last couple of years. We have Fleet Mix Analysis I, which

was in an unconstrained environment. We did Fleet Mix Analysis II, which was a more constrained fiscal environment. And then we just recently completed the Department of Homeland Security Cutter Study.

Each and every one of those studies comes back. I would interpret it to be validating the fleet mix that we designed, that we came up with in the mission need statement, in other words, the eight National Security Cutters and the 25 Offshore Patrol Cutters.

There is nothing that invalidates that. You can look at different ways of spending different mixes between the ships. The challenge that I am confronted with right now is when you look at those different mixes of ships, you are looking at an Offshore Patrol Cutter that we do not know what it is going to be right now.

We do not know what the funding will be 5 or 6 or 10 years from now. We do not know what that ship is going to turn out to be. We are very hopeful that it will be a very capable ship.

The only thing that we know for sure right now is what the National Security Cutter is, which is a stable, predictable project that we have met the learning curve on. We have a stable price on it and we know that the ship is performing. We have three of them out there that are doing an outstanding job. It is an outstanding ship.

So we will continue to work with the Secretary. If we go back to looking and revising the mission need statement, it has to be based upon our strategy.

The Secretary recently signed off on a Department of Homeland Security white paper that talks about the strategy, talks in broad terms about what the Coast Guard does in terms of providing layered security.

We have further amplified that with a document that I signed off on just a couple of weeks ago: our Coast Guard publication 3.0, which is how we conduct Coast Guard operations.

Because we build multi-mission units, what we end up doing is within our strategy. What we have to do is we take those resources that we are able to get and then we apply them against the highest need, the highest priority mission on any given day.

So at the end of the day, it is resources against the priorities. A for instance is these cutters that I talk about that are down there interdicting drugs. If we just need them for interdicting drugs, that would be one thing.

But when we have something like the Haitian earthquake, humanitarian response, these cutters get diverted to do that as well. If we have a mass migration from Haiti or from Cuba, those cutters get diverted and are able to operate there as well.

So I do not think we have ever been in a state in the Coast Guard where we have enough resources to do everything that is called upon within our strategy. What we need to do is balance those resources that we have asked for within our portfolios against the highest threats on any given day.

Mr. ADERHOLT. Does the Coast Guard plan to look at requirements? Again, the studies did not address requirements for missions.

Admiral PAPP. I am not sure what is meant by that statement, sir.

Mr. ADERHOLT. As far as the plan to look at what is actually required for the long term.

Admiral PAPP. Well, I think the 2004 mission need statement looked at all the mission requirements that we had, the numbers of hours, number of ships, aircraft time, et cetera, and then came up with a plan, a balanced plan of fleet production and mission requirements.

I have nothing that has diminished any mission requirements that we have, so I would say from my professional view, the requirements in the mission need statement should still adequately fulfill those requirements that we have out there.

FLEET INTEROPERATION WITH NAVY

Mr. ADERHOLT. I think the concern is because of eight years. Let me go on.

The Secretary in her budget hearing and the budget justification for the Department of Homeland Security submitted, suggested that future strategy for the Coast Guard is dependent upon the Navy's force lay-down which we have already known includes the decommission of all the frigates.

If this is truly part of the Coast Guard's plan, how are you engaging the Navy on Coast Guard requirements and how many of these decisions impact the future of Coast Guard acquisitions?

Admiral PAPP. Going back even further, we have a national fleet plan. The successive Commandants and Chiefs of Naval Operation have looked at our ship building programs.

At a time when budgets were rising, it was a little easier to look at that and now I think both the Chief of Naval Operations and I have to take a strong look.

I think what the Secretary has suggested is a good stewardship issue. Under Title 14, she and I both share a responsibility to make sure that the Coast Guard fleet is adequately prepared to interoperate with the Navy when called upon.

So it is right for her to go to Secretary Panetta and Secretary Mabus, for me to meet with the Chief of Naval Operations and make sure that we are not building ships or other assets that are duplicated by the Navy.

Now, I meet regularly with the Chief of Naval Operations, sometimes a couple times a week, and we also have Navy/Coast Guard staff talks that look at these things.

The Navy provides us support on each and every one of those ships. I think it is something, to the tune of about \$50 million per National Security Cutter, that they provide equipment on those ships that helps to make us interoperable with the Navy and they provide annual funding to us for the support and maintenance of that equipment as well, as well as updates as the ship ages.

So this is an ongoing discussion that we have had with regularity in the past. It is becoming more important now as we are facing constrained budgets. And I applaud the secretary for wanting to step forward and meet with the Navy and with the Secretary of Defense to make sure that as both of us expend our funds, we are spending it on the right resources.

Mr. ADERHOLT. My time has expired.

Mr. Price.

AVIATION SAFETY ASSESSMENT ACTION PLAN

Mr. PRICE. Thank you, Mr. Chairman.

Commandant, I would like to turn to the area of aviation and safety, obviously an area that you have given very intense attention to since you became the commandant.

Between 2008, 2010, the Coast Guard had a series of accidents resulting in a loss of 14 aviators and marine safety and security team members. That was a high and unprecedented accident rate.

You have focused on this very sharply when you came on board. You required an aviation stand-down to review safety operations and you have implemented recommendations from these assessments.

For a year and a half, the Coast Guard did not have major mishaps. However, we are all aware that last week we had another tragic incident in Mobile Bay with four aviators perishing.

I wonder if you could review for us this morning briefly the findings from the aviation safety assessment you completed in 2010 and tell us what progress to date you have made in implementing these recommendations and also based on your initial reviews what you can tell us about the crash last week.

Was the cause in any way similar to what you had found in earlier crashes when you conducted the stand-downs? How does this incident compare with those to which you have been attending?

Admiral PAPP. Thank you, Mr. Price, and let me address the Aviation Safety Assessment Action Plan, the ASAAP as we call it.

And I commissioned that just shortly after becoming Commandant and put two of our most senior aviators in charge of that, people that I trust without a doubt.

And what we found was that each one of the accidents that occurred, and we lost 14 people over 2 years in five accidents—each accident was different, but there were some consistent themes. And a lot of it went to the heart of our aviation community.

The differences over the last 10 years as opposed to the history of our aviation program is that we went in our aircraft because we started getting a lot of money post 9/11; we started upgrading our aircraft. We went from a basic H65. We are up to—alpha, bravo, charley. We are now up to a delta model and the H60, we are up to tango model.

So there were rapid changes in technology that our pilots were adapting to. There were rapid additions of mission sets. In other words, we did not do as much airborne use of force, rotary wing air intercept.

In the past, before 9/11, all they did was search and rescue for the most part: go out, hover, rescue swimmers, bring back. We increased their mission set as well.

And I think because of the high tempo—what I have interpreted the report to say, because of the high tempo of operations, our pilots tended to get complacent during routine operations.

If you look at the consistencies between a lot of our accidents, it is in transits. It was either during training, which perhaps it took a little bit of an edge off because it was not a real-world crisis, search-and-rescue case or moving a helicopter from point A to point B.

That is very troubling to develop complacency. And that all leads you back to a question of leadership, involvement by the commanding officers at the air stations, involvement by the senior aviators in terms of mentoring the newer aviators, and also crew resource management within the aircraft when they are in flight.

And we are confident that those were the issues and we have gone through an education process, sending out our senior leaders to each and every air station, and promulgating new guidance for our leadership in terms of what we are looking for in our leaders and our commanding officers and their responsibilities and holding people accountable for those actions as well.

And as you note and as I am very pleased, it has actually been closer to 19 months since our last accident and I am grateful for that because we never want an accident in any way, shape, or form.

As far as the CG-6535 accident of last week, it would be premature of me to comment at this point because we simply do not know.

We had one of our most experienced instructor pilots from the training center at Mobile flying that night. He was training a new pilot, but the new pilot was at the end of his syllabus, was doing his last test flight before transitioning to this aircraft.

We do not know whether it might be mechanical, whether it was pilot error. We just do not know at this point. There is a full range of possibilities, but it would be unfair for me to make a judgment on what it was in this particular case.

Suffice it to say we are looking at this very, very closely. We first of all want to make sure that there is no mechanical issue that might be fleet wide that we would be concerned about.

But we have a great team of experts down there who have been put together to analyze this completely. We will reconstruct the aircraft. We have recovered about 90 percent of it right now. But our most urgent mission right now is finding the fourth member of the crew, Petty Officer Knight, who is still missing down there.

Mr. PRICE. Thank you.

Thank you, Mr. Chairman.

Mr. ADERHOLT. Mr. Carter.

POLAR ICEBREAKERS: ADDRESSING NEEDS WITH SMALL FLEET

Mr. CARTER. Thank you, Mr. Chairman.

Admiral, as I said, I had the pleasure of going up and being with the Coast Guard in Alaska. And we discussed this icebreaker situation and that we currently have one operational icebreaker.

And from what I understand, the presence that we need to have in the Arctic Ocean is an important presence to the national security of this country, but it also has implications because a lot of people believe there are an awful lot of petroleum assets up there in the north.

And the competition between the Russians, potentially the Chinese, and others to try to lay claim to the whole Arctic by their presence is part of international law. As I understand it, if it is undefined, you can claim it by presence.

And the Russians are putting a lot of presence right now up in the Arctic Ocean; isn't that right?

Admiral PAPP. Well, sir, that would be true under what we used to call customary international law, which is what we all operated under one time. But since the enactment of the Law of the Sea Treaty, which we have not acceded to, all the other countries have acceded, all the other maritime countries in the world have acceded and signed on to this treaty. So what Russia is doing up there is they are operating under the concepts of that treaty, and they are doing bottom surveys and other things so they can lay claim, under the treaty, to extended outer continental shelf claims.

Now, we're doing similar things right now. In fact, that was what Healy was doing up there last summer, along with the Canadian icebreaker, Louis St-Laurent. They were surveying the bottom, and mapping it out so that at such time as we accede to the treaty and we have proper venue to be able to lay a claim, we can establish our claim for the outer continental shelf, as well.

But what Russia's doing right now is in compliance with the Law of the Sea Treaty, —

Mr. CARTER. Oh, I understand that. But, I guess the question is, they're up there with adequate icebreaker capacity. We actually had to call on them for assistance, as I understand it, and along with the Swedes from time to time, to get icebreaker capacity up in the Arctic. They're not the most reliable partners in the world. Is relying on foreign nations for polar icebreakers a good policy, in your opinion?

Admiral PAPP. Well, I don't want to point fingers at anybody. It would be easy to, but some of the fingers would come back to the Coast Guard, as well. The deplorable state that we find our icebreaker fleet in is a combination of things, some of which was transferring the operational money for the icebreakers out of the Coast Guard to the National Science Foundation, and the National Science Foundation thought that their money was better spent leasing foreign icebreakers.

The first year they leased a Russian icebreaker and it broke down. We had to send Polar Star, one of our polar icebreakers, down to break it out. Consequently, our two major polar icebreakers have atrophied. They are inactive right now, inoperable. Polar Star is being restored, but it will take us still a number of months before she's ready.

This year, they went to lease an icebreaker from Sweden called the Oden, and they were going to use that to break out McMurdo, down at the South Pole. At the last moment, Sweden came through and said, "No, we need Oden for our own duties back home," and they were left without an icebreaker.

The National Science Foundation came to me and asked for Healy. I refused because Healy is the only icebreaker that we have that's operational, and she's actually in pretty good shape, and was committed to operations in the Arctic. And I wanted to make sure if something came up, I didn't know if Nome was going to come up at the time, but if something came up we would have our one operational icebreaker available. I was just lucky on that particular one.

So, Healy's okay. She's been up there for almost 8 months now, and is going to need a good yard period to get her back into shape. She'll be back up there next summer. Then Polar Star will be ready

in 2013, and that will give us a bridging strategy for the next 10 years.

So, that's why I'm encouraged that we see funding coming up for an icebreaker, but I'd like to make the case, and this is Papp's opinion, that an icebreaker ought to be a shared cost across the government. The National Science Foundation needs it. The Department of Defense, from time to time, needs it. Yes, the Coast Guard needs it, but this is something that really begs for an across-government response and I would say sharing, as well. Maybe even industry needs it, which gains the benefit of having those icebreakers up there to provide security and sovereignty.

Mr. CARTER. That's a pretty good concept. I'd like to explore that a little bit because we can't operate if we get any emergencies up there that we can't respond to, and just the fact that people are, we just had two, two cruise ship disasters in the last month and a half, two months. One of them, all of the electricity went out. That wasn't as near as bad as the one that flipped over on the side.

But, those people are driving those cruise ships through that Northwest Passage now.

Admiral PAPP. Oh, yes, sir.

Mr. CARTER. And that's an awful lot of people. We could have in an awful lot of trouble.

Admiral PAPP. Yeah. We focused on icebreakers. But to be truthful, sir, I'm more concerned about the short sight infrastructure. I've been up to Barrow twice now. I actually stayed in Barrow overnight last year. There's no infrastructure there. We couldn't find; I had a travel party of 12. We couldn't find hotel rooms. We stayed in a dormitory, that old dew line station up there that the Air Force runs.

Plus, if you want to do search and rescue, you've got to position some helicopters up there. There's no hangar space for my helicopters right now. There's no VHF communications, no distress monitoring system up there. People who go up there don't understand how little there is in terms of infrastructure to support them.

Now, next summer Shell is going to be up there with about 600 people on 33 ships and two drilling rigs. That's going to be an increase of 600 people and 33 ships over what was up there last summer. That creates challenges for me: search and rescue, potential for pollution, the potential for security. There are environmentalist groups that will seek to disrupt Shell's operation. These are all mission sets for the United States Coast Guard. There's no other agency that can do it, and we don't have any shore infrastructure up there.

So, if you don't have shore infrastructure, what do we do? Just like I said. You send a major cutter to Haiti for the earthquake. You're going to send a major cutter up there, which gives us a mobile command and control platform, a flight deck that can launch helicopters, and a stern ramp that can launch boats. And we have what amounts to a Coast Guard sector right there, except it's afloat.

Mr. CARTER. We've got a lot of work to do.

Admiral PAPP. Yes, sir.

Mr. CARTER. Thank you, Admiral.

NATIONAL SECURITY CUTTERS: FY 2013 BUDGET

Mr. ADERHOLT. It is obvious that you have no intention to fully fund the NSC. The budget cuts, the planned buy for the FRC from the six that was appropriated in FY 12, to just four, which actually squanders \$30 million in savings. The FY 13 budget only requests two cutters, again, delaying the capability and the squandering of savings.

The question to you, Admiral, is how do you justify losing the savings, and delaying the Navy capacity, when you're also decommissioning patrol boats and plan to terminate the high tempo high maintenance program?

Admiral PAPP. The only way I can explain it, sir, is just like my wife and I have a budget and we've got to live within it, the Coast Guard's got a budget and we have to find a way to live within it. I'm using my best judgment on each and every one of those projects on how to keep them going.

Now, as I said, I don't characterize it as canceling others in order to build the National Security Cutter. We need the National Security Cutter, as well, and if we push that off—one estimate we did last year, if you push it off as much as a year—you increase that by about \$50 million on that ship if you push it off.

So, I'm intent on getting number 6 in the 2013 budget. What that requires is to go to minimum ordering in each one of the approved acquisition projects that we have, including the National Security Cutter, and that's the best I can do. That's my best recommendation on how to keep our acquisition projects going within the constraints that we find ourselves.

POLAR ICEBREAKERS: FY 2013 BUDGET

Mr. ADERHOLT. It was mentioned, and it has been mentioned several times here this morning, but the FY 13 budget includes \$8 million to initiate the acquisition of the polar icebreaker. What does the \$8 million fund? What is the acquisition strategy?

Admiral PAPP. The \$8 million will be basically the start. I mean, we have no staff on board right now devoted to designing, building, and acquiring an icebreaker. So the first thing you have to do is you have to bring on, I mean, we have program staff. In other words, the people who develop policy can't start developing the requirements that we have. But then you have to have an acquisition staff that starts setting up and complying with all the many, many Federal acquisition rules there are in order to get this project going, and that's the up front money to start the project.

OFFSHORE PATROL CUTTERS: PROJECTED OPERATION DATE

Mr. ADERHOLT. The budget again delays the Offshore Patrol Cutter, OPC, with estimates that we will not have an OPC operational until 2020, 2022, which is, of course, years after they started initial planning back in 2004.

Is there any way to accelerate this program to allow for a faster recapitalization of our 18 cutter fleet?

Admiral PAPP. I'd be reluctant to do that, sir, and I've talked to my people and I think our projected date now is having that ship in the water in 2020. Now, I mean, we may be quibbling over

terms, whether it's fully ready for operations or whatever else. But I'm projecting 2020 for having it in the water and we're looking at going into production in 2017, which is reflected in the Capital Investment Plan.

When I came in as Commandant, I realized that this was the most expensive project that the Coast Guard has ever taken on in history. These 25 ships are a significant investment, and I also understood looking out at the horizon and seeing in the storm clouds that restricted budget is coming up that we needed to build a ship that was affordable. We rescrubbed the requirements. We have battled ourselves within the Coast Guard to make sure we're asking for just exactly what we need. Nothing more, nothing less. And I have said three things to my staff as we've gone forward: affordable, affordable, affordable.

And I'm very pleased to say that just last week the Department reviewed, and we passed a major milestone with acquisition decision event number 2, which validated our requirements for the type of cutter that we're looking for, and we are ready to go toward preliminary and contract design work this next year.

AIRCRAFT, 21 C-27J: TRANSFER FROM AIR FORCE

Mr. ADERHOLT. The Air Force has announced plans that it is retiring the brand new fleet of 21 C-27J aircraft, which may provide the Coast Guard with affordable options for additional medium rights to fly that aircraft.

Is the Coast Guard reviewing this as another option for our maritime surveillance, and are you currently talking to the Air Force about a potential transfer?

Admiral PAPP. Yes, sir. I've already started that. I talked to General Schwartz, the Chief of Staff of the Air Force, just within the last week.

This is intriguing for me and as soon as I heard that, our staff started taking a look at a business case analysis on this. Now, historically, the C27 was one of the aircraft that Integrated Coast Guard Systems looked at when we started the Deepwater project as our medium-range aircraft solution. It, I believe, was one of the finalists. It was at the time a Lockheed product, and Lockheed was one of the lead system integrators. But the solution they came up with was that the cost of the aircraft. The HC144, which we bought, actually has lower life cycle costs and that's what drove us to buy the CASA.

However, like I told you, my sense of optimism—Sometimes things fall in your laps and if we can get free aircraft, basically free from the Air Force, we might be able to come up with a plan that will allow us a mix of the CASAs, a mix of the C27s, and oh, by the way, that might put some extra money in our budget that we can devote to some of these other projects.

So this is very attractive to me, but we're just in the preliminary stages right now. The C27 uses the same engines as the C130J, so we already have a logistics systems for the engines for that aircraft. So there's potential. I'm optimistic, and we're going to continue the discussions and I have a briefing that's working its way up to me, I think within the next week or so, which will present the business case analysis.

Mr. ADERHOLT. Okay. Mr. Price.

AIR STATION CLOSURES, IMPACT OF

Mr. PRICE. Thank you, Mr. Chairman. Admiral, your 2013 budget proposal would close two seasonal air stations, in Muskegon, Michigan, and Waukegan, Illinois. As I understand it, to compensate for these closures you are proposing to transfer three H60 helicopters to Traverse City. Two from Air Station Clearwater, and one from Air Station Elizabeth City.

You've indicated that with the larger helicopters in Traverse City you'll be able to respond to all searches and rescues in western Michigan and in the Chicago area. I'd like to have you elaborate on that. If a critical search and rescue event occurs in the Chicago area after you close these two nearby seasonal air stations, how quickly can you respond from Traverse City, which is something like 224 flight miles away?

Admiral PAPP. Thank you, Mr. Price. I speak on this subject with personal experience. I was the Ninth District Commander, which is our Great Lakes command, and I was continuously challenged year-round by the inability of Air Station Traverse City to respond to a lot of the cases that we had to do, because it's not just Lake Michigan, it's also Lake Superior. They have to fly all the way down to Duluth, and I've flown in those small helicopters up there. You have to stop and refuel midway before you can get down into lower Lake Superior. In fact, when you fly from Traverse City or the Air FACS down to southern Lake Michigan, oftentimes you have to refuel because they're small helicopters with limited endurance.

The other challenge is in a major portion of the year, you've got icing conditions up there, and the H65, the current helicopter, is not designed to deal with icing conditions. The H60 is a much more substantial helicopter. It more than doubles the search time. It has more on-station time. It can go further, and it has deicing to protect my people and to be able to respond better operationally. The H60 is a better aircraft for Air Station Traverse City, I am convinced.

The only way you can support that is by eliminating what are really redundant Air FACS that are only open for about 3 months of the year. We used to have Air Station Chicago. It was decommissioned because the Navy closed down the field that was down there. We chose to set up an air facility at Muskegon, and then we were required to open up one at Waukegan as well. They're redundant.

The other thing I would add there is people isolate looking at the aircraft response. We also have four Coast Guard boat stations in southern Lake Michigan, and we have recapitalized them with three quarter of a million dollar boats. Six of them, which have very fast response times, can deal with heavy weather. In any search-and-rescue case you have a combination of surface assets and air assets. So when I look at the lay down of the increased capable boats that are down there, plus the H60s, I'm comfortable that we can still provide proper response time for search-and-rescue cases in southern Lake Michigan.

Mr. PRICE. So there are variables involved here apart from the simple response time?

Admiral PAPP. Yes, sir.

Mr. PRICE. What is that simple response time, though? What are we talking about in Traverse City?

Admiral PAPP. Our search-and-rescue manual requires us to have a helicopter on scene within 2 hours. We can continue to meet that. The H60 is a faster aircraft in terms of having longer endurance time, and we can continue to meet that requirement down in southern Lake Michigan.

Plus, there are times when you have aircraft in the air already that can be diverted for cases, as well. We frequently have aircraft out there that are on other missions, and can be diverted for search and rescue. We also have the boats that can get out there even quicker than the aircraft can from the stations.

Mr. PRICE. What's the impact, by the way, on Elizabeth City to lose one H60? What kind of fleet does that leave there?

Admiral PAPP. It will leave three H60s there, which is its basic allocation of aircraft. The extra aircraft that was there, the fourth one, was positioned there by my predecessor to serve the Maritime Security Response Team. It's their offshore team that we used to take down non-compliant vessels, and the H60 is not an adequate aircraft for that, nor do we have the training in place to be able to do vertical insertion with that particular helicopter. So that one helicopter that was used solely for training is part of what will go up to Traverse City.

Meanwhile, for the MSRT, I'm talking to the Chief of Staff of the Air Force and also General Dapse and the National Guard to come up with dedicated Department of Defense resources that are trained at vertical insertion and will be able to work with that team to take them offshore. We are also developing—As a follow along to this document, we're developing the doctrine for how we do advanced interdiction at sea.

Mr. PRICE. All right. Thank you, Mr. Chairman.

POLAR ICEBREAKERS: FUNDING INCREASES

Mr. ADERHOLT. We mentioned extensively the polar icebreaker, and the funding profile shows \$120 million in FY 14 which is a significant increase from the \$8 million you requested in FY 13. The funding profile then continues to climb, totaling over \$800 million through FY 17.

Does that include incremental funding?

Admiral PAPP. For the construction of the ship itself?

Mr. ADERHOLT. Right.

Admiral PAPP. Yes, sir. Absolutely.

Mr. ADERHOLT. Does the Coast Guard intend to fund the developmental program or get the data from, through the data rights from a foreign source?

Admiral PAPP. That will be up to our acquisition folks in terms of how we approach this particular project. One of the things that we have found recently that works for us is going to proven designs that are out there. The Finns are, I think, the leaders in the world in terms of ice breaking right now.

The last icebreaker that we built, which was the Mackinaw, up on the Great Lakes, was basically a Finnish design that was adapted by Marinette Marine, and I suspect any shipyard in this country that will build one will be looking toward designs that are overseas right now, rather than going to the drawing board coming up with a brand new design.

AIRCRAFT, 21 C-27J: BUSINESS CASE ANALYSIS

Mr. ADERHOLT. Going back to the C-27J aircraft, can you provide the Committee with a business case analysis for the C-27J?

Admiral PAPP. Yes, sir. As I said, it has not been presented to me yet so I would be reluctant to commit to you when I could provide that, and of course, I would have to brief the Department on that, as well. But we would be happy to provide that as we go forward and send people up here to do some briefings on it.

OFFSHORE PATROL CUTTERS: CAPABILITY

Mr. ADERHOLT. Okay, and there has been discussion as to the capability of the OPC with the objective design being more capable than threshold capacity.

What is the current planned capacity of the OPC, and what capability tradeoffs are you considering?

Admiral PAPP. The driving one, as I said, is affordability. But having said that, and I'm not trying to be funny here, but the sea-keeping capability, being able to operate in sea state 5, is probably most important to us right now, because with fewer National Security Cutters—at least fewer than the High Endurance Cutter that we have right now—None of our Medium Endurance Cutters, the 210-foot and 270-foot cutters that we have, can operate in the Gulf of Alaska and the Bering Sea, and they do not have the long legs to be able to send them out on some of the longer deployments that we do in the Pacific.

So it has to be able to launch aircraft and boats in sea State 5, which is standard ops up in the Bering Sea, and also have endurance that will be able to keep it out there on station. I believe it was 45 days we were looking for, without refueling.

Mr. ADERHOLT. Okay. Mr. Price.

PERSONNEL CUTS

Mr. PRICE. Thank you, Mr. Chairman. Admiral, let me ask you about your personnel reductions that are involved in this budget proposal. As I understand, you would be losing about 1,070 personnel, almost all by attrition if the 2013 budget request was passed as is. I know a large portion of those attritions are due to the decommissioning of aging assets. That leaves uncertain, at least in my mind, about these replacement assets coming on the line and how the personnel transfers would occur. Also, the reduction eliminates a high tempo crewing strategy for the patrol boats, which would result in a dip in patrol ladders next year.

That seems particularly concerning as you redeploy large cutter assets to the Arctic and reduce small cutter hours in the source of transit zones.

So, I wanted to ask you a couple of questions about this personnel issue. I believe the estimate is that about 500 of these reductions would occur as assets are being decommissioned. That's the number of Coast Guardsmen that would be let go as their assets are being decommissioned. What is the potential for redeploying this, these personnel to other assets so that we don't have a steep drop in operating hours?

Secondly, can you address the patrol boat high tempo operations? How would eliminating those affect your counternarcotics operations in the Caribbean and Pacific, because we're seeing lots of drugs still coming in there. In fact, an influx of drugs is increasing in some areas, and it would seem particularly problematic as the Calderon administration nears the end of its tenure in Mexico.

Admiral PAPP. The 1,000-person figure is a little bit of a red herring. As I said earlier, actually my count is about 700 people are lost because of the decommissioning of various assets. But on the other hand, as I also stated, we have brought on many replacement crews to crew the new assets that are coming on. For instance, we only have three National Security Cutters right now. But we actually have four crews already on the books. That fourth crew, it takes a while to put them through industry training, new equipment, everything else, to prepare them so that when the ship is delivered they are trained up and ready to go. So you ideally like to have those crews on in advance.

We only have one Fast Response Cutter that's actually in the water and ready to be commissioned. But we have 10 crews already paid for that are awaiting their ships to be able to crew them.

Aircraft, I think we have, of our HC144 aircraft, we have, I think, 14 or 16 crews already purchased that are on budget. So, we have in advance bought the crews for the new assets that are coming on. As I said earlier, as well, ideally in an unconstrained budget environment, you'd love to keep all the old crews and their assets until you absolutely have that new ship and that new crew, or that new aircraft and that crew on line and ready to go before you decommission the old ones.

As a part of the budget constraints that I have right now, I no longer have that luxury and I have to let those older crews go now, because I already am paying for new crews that are on the books that are going to be on those new assets.

In the FY 2013 budget, yes, we are losing the high tempo, high ops patrol boats. We're decommissioning three of the patrol boats, and we will have a short-term loss in hours over the course of that year. But by the end of the year we'll have seven FRCs on line that will take advantage of those crews that we've already bought, and they give us an increase of about 20 percent in terms of underway hours, and we will close some of that gap by the end of FY 2013.

I'm willing to take that risk in the near shore environment where the patrol boats operate because I'm not seeing the threat there. We're stopping the threat much further offshore in terms of migrants and drugs, and so I am comfortable with our coverage in the near shore region. Plus, we produced 73 patrol boats in the last 10 years, our 87-foot patrol boats. It wasn't too many years ago that we only had about 75 patrol boats total in the Coast Guard and now we're up where we have 114 patrol boats on hand right now.

When we build out the FRC fleet ultimately we'll end up with 131 very capable patrol boats.

So once again, where I see the risk is in the offshore. Our older, major cutters are out there stopping the threats in the offshore, but they're getting increasingly expensive to maintain. So that's why I favor devoting my budget authority, what head room I have, to continuing the purchase of those major cutters.

Mr. PRICE. As you describe the situation I realize I'm not entirely clear about how the overlap works between these crews that have been at work for a long period of time, these assets that are being decommissioned and the training of the new crews, and how do you achieve at a minimum of personnel loss and training loss as you make these transitions? I suppose it's obviously desirable that there be a seamless transition to the new assets coming on board. But when that isn't the case, what's, what kind of approach do you take?

Admiral PAPP. Well, we have personnel policies and controls in place that help us deal with that, and I'm confident that most of the 1,000 people that we're talking about in terms of this reduction, which ultimately will not leave until we're into fiscal year 2013, we can deal with through attrition and modifying our recruiting in terms of bringing people on.

So we're not going to kick 1,000 people out on the street. This is something that's going to be managed that we will, you know—We will reduce the numbers of people who are coming into our training center at Cape May, at the Coast Guard Academy, and that is reflected also as well as we've cut back on some of our recruiting billets, simply because we've got people lined up, waiting, wanting to come into the Coast Guard. We can afford to accept a couple of year reduction in terms of our recruiting billets.

Now there's 220 positions in there that effectively are empty, right now. We put a hiring freeze on at Coast Guard headquarters because I want Coast Guard headquarters to feel some of this pain if we're going to lose people. But the reality is many of these are billets that went unfilled for a year or more and were not hired into, and we placed a hiring freeze in. So we're trimming off what I consider to be some excess that we had at Coast Guard headquarters.

So, this is manageable, this 1,000. Would I love to keep the 1,000? Sure, I would. Any Service Chief wants to keep as many people and as much money as they want. But, I'm trying to live reasonably and responsibly within the budget I've been given, and we can manage this.

Mr. PRICE. Finally, let me just ask you quickly. There are other staffing reductions in other areas as you're beginning to tell us. Intelligence staff to the tune of maybe 57 positions. Armed use of force missions, air station personnel. Are any of those categories that are worthy of special honor that give you particular—

Admiral PAPP. Not particularly. Once again, as I said, I'm a Service Chief. I'll take anything that anybody gives me and will make it work. But, what I've been given is a top line that I've got to live within, and we've got 10 years of experience since 9/11 right now. Although we built up a lot of areas over that 10 years, now is our time to start refining and seeing where we have a little put,

some puts and takes, whether it's intelligent airborne use of force. We've found that we've devoted a lot of money and people and resources to that, and we're not finding the utility of it in all locations.

So what we're doing is we're identifying a couple of locations where we will train them so that we have them available, but we don't need to train every air station to do airborne use of force.

Going back to our discussions on aviation safety, we don't want to overburden our aviators with multiple missions that we're not getting a return on investment on. So I think it's good, after 10 years, since 9/11, to be taking a look at things and seeing what we can afford to do, what are the most important things for us to be doing, and making those responsible decisions.

Mr. PRICE. Thank you, Mr. Chairman.

Mr. ADERHOLT. Thank you, Mr. Price, and again, thank you, Admiral, for being here today, and for your testimony. Again, our thoughts and prayers are with the families that lost their loved ones last week in Mobile Bay, and we would ask that you extend our condolences to them on Thursday.

So with nothing further on the agenda, we will stand adjourned.

Admiral PAPP. Thank you, Mr. Chairman.

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE Robert Aderholt

Admiral Robert J. Papp Jr., United States Coast Guard

Committee on Appropriations
Subcommittee on Homeland Security
FY 2013 Budget Request – U.S. Coast Guard
March 6, 2012

Maintenance Backlogs

Question: Please provide a prioritized list of the unfunded, backlogged maintenance needs for cutters and aircraft.

ANSWER: The following tables are the Coast Guard's Maintenance Backlogs, both deferred maintenance and other emergent unfunded maintenance needs, separated by surface and aviation.

Surface Prioritized Maintenance Backlog List			
Item	Comments	Cost	AFC-45/30
Cutter Depot Maintenance Availabilities	Includes both maintenance availabilities (dry-dock/dockside); will be deferred and amounts de-scoped from current year availability work due to inability to fund complete maintenance requirements.	\$ 18,376,000	45
Boat Depot Maintenance Availabilities	Availabilities will be deferred.	\$ 2,331,000	30
Cutter Engine Overhauls	Hourly-based overhaul intervals will be exceeded for some cutters. Condition will be closely monitored, but risk of failure increases when exceeding programmed interval recommendations.	\$ 1,505,000	45
Small Boat Inventory	Includes engine rotatable pool shortfalls for 25' RB-S and 47' MLB.	\$ 9,769,000	30
Cutter Inventory	Includes 175' WLM Z-drives and other inventory replenishment required to prevent future loss in cutter availability due to delay in parts availability. The lack of appropriate inventory levels for certain parts will lead to reduced asset availability.	\$ 10,243,000	45
Patrol Boat Hull and Structural Topside Preservation and Habitability Projects	Combination of topside preservation and habitability projects to be accomplished coincident with cutter/vessel depot maintenance availabilities.	\$ 410,000	30
Time Compliant Technical Orders	Development and implementation of fleet-wide engineering/configuration changes to in-service cutters to mitigate obsolescence, improve safety, or increase overall supportability of current missions.	\$ 16,031,000	45
Total Cost:		\$ 58,665,000	

Aviation Prioritized Maintenance Backlog List			
Item	Comments	Cost	AFC-41
(1) H-60 Tail Rotor Blades	Funds H60 Tail Rotor Blades	\$6,200,000	41
(2) Inventory Needs	Based off Q1FY12 Deferred Maintenance		
Repairables	Includes H65 Main Gearbox, C130 Engine, C130 Propeller, and H60 Engine overhauls	\$12,825,518	41
Rotables	Includes HC144 Engine modules, C130 Transmitters, C130 Weather radar, & Multi platform communications gear.	\$15,993,576	41
(3) H-60 External Fuel Tanks	Funds 120-gallon and 80-gallon tanks to retain H60 endurance/range.	\$5,600,000	41
Total Cost:		\$ 40,619,094	

Aging Cutter Fleet

Question: With the delay of the Offshore Patrol Cutter, what are the plans for life extensions of the current cutter fleet by type?

ANSWER: The Offshore Patrol Cutter is expected to perform the missions currently performed by 210' and 270' Medium Endurance Cutters (MECs).

MECs are currently undergoing a Mission Effectiveness Project (MEP). The purpose of the MEP is to provide cost-effective and selected equipment upgrades and enhancements to increase cutter reliability, improve mission effectiveness, and reduce future maintenance costs. Additionally, corrosion issues affecting the hull are also addressed.

The 210' MEC MEP (14 hulls) was completed in FY 2010 and the 270' MEC MEP is currently ongoing with the last cutter scheduled for completion in FY 2014. The Coast Guard's most effective methodology to comprehensively assess the condition of the ship and identify potential additional service life is a Ship Structure and Machinery Evaluation Board (SSMEB). SSMEBs are planned for post-MEP cutters. In fact, the 270' SSMEB is ongoing and the 210' SSMEB will be completed in FY 2013. Using the information from the SSMEBs, the Coast Guard will implement a plan to maximize cutter operational life and mission effectiveness to continue to maintain operational capability.

Furthermore, the Coast Guard has moved to a newer, more flexible, efficient logistical management system. As a result, the Coast Guard is able to better track and plan maintenance and logistics support of the MECs; allowing appropriate resource allocations to occur to support the fleet.

National Security Cutter Acquisition

Question: The President's budget includes funding for the sixth National Security Cutter but does not provide any funding in the out years for NSC #7 and #8. Is the program of record for 8 NSCs still a relative requirement?

ANSWER: While NSCs remain a critical component of the Coast Guard's fleet, it is appropriate to continue to assess the balance of our Service's assets and how we might achieve the same or better long-term capability with an alternative mix of assets. We will also coordinate with Department of Defense and other partners to build complementary, non-redundant capabilities in the FY14 Budget and beyond.

Question: How do you justify a program of record for 8 NSC's when there is no funding in the budget?

ANSWER: The 2013 President's Budget includes full funding for NSC-6. As required under P.L. 112-74, a future-years Capital Investment Plan (CIP) is transmitted with the Budget to Congress, but the CIP and the Program of Record are developed through separate and distinct processes. The Program of Record is periodically reviewed as part of DHS oversight of component's major acquisition programs. In light of the new Department of Defense Strategy, DHS is reviewing the Coast Guard's major cutter acquisition programs in 2012. This review will be informed by the fleet mix analyses and all other studies completed to date, as well as trade-offs necessary to fund requirements within a constrained top-line.

Question: In order to maintain the current production rate, when does the Coast Guard need funding to begin construction of NSC #7?

ANSWER: In consideration of the new Department of Defense Strategy and the recent Cutter Fleet Study focusing on USCG's major cutter acquisitions, the need and timing for funding the remaining two NSCs within the next five years is currently under review.

Question: If NSC #7 and #8 are not funded, what is the funding requirement for shutdown?

ANSWER: If National Security Cutter (NSC) #6 was awarded and completed as the final Cutter in the Class, the funding requirement for shutdown would be approximately \$45 million.

2004 Mission Needs Statement

Question: When does the Coast Guard plan on updating the eight-year old mission needs statement so it reflects today's fiscal realities?

ANSWER: The Coast Guard continuously monitors current threats, challenges, and the operating environment. Since the 2004 Mission Needs Statement, DHS/ USCG have completed more recent reviews of specific requirements such as the DHS Cutter Fleet Study and the High Latitude Study Mission Analysis Report. The most current strategy is articulated in Publication 3.0-Operations, which was released in February 2012. These reports include specific analyses of the fleet/asset requirements and mix needed to perform USCG's missions, and the strategy to accomplish the missions through operations. By design, the Mission Needs Statement is intended to articulate the Service's Mission needs, and therefore since it does not address specific assets requirements to meet these missions, is independent of fiscal considerations.

National Fleet Plan

Question: As discussed in the hearing, what is the timeline to update the National Fleet plan?

ANSWER: The Commandant and Chief of Naval Operations meet regularly to discuss issues of importance to the Sea Services. As such, the Coast Guard and the US Navy are currently collaborating on a Revision to the Cooperative Strategy for 21st Century Seapower which will closely coordinate the complementary Department of Defense and Department of Homeland Security seapower strategies and policies. Although not a fleet plan, it is anticipated that this review will be completed by the beginning of 2013.

Shore Infrastructure in Alaska

Question: What are the challenges for vessels and aviation as it relates to shore infrastructure in Alaska? How much is requested to address these challenges in FY13 and what are the remaining projects that need to be funded?

ANSWER: There are many challenges for vessels and aviation assets as it relates to Alaska operations, particularly in the Arctic with the vast distances, limited permanent infrastructure and lack of piers, hangars and insufficient lodging. The Coast Guard has no base nor any existing infrastructure located within the Arctic Circle. While DOD has some historical footprint in the region, those facilities, if available, would require significant improvements and remediation to prepare them for Coast Guard use.

The Coast Guard requested \$5 million to recapitalize and expand a Forward Operating Location (FOL) in Cold Bay, AK and \$1.2 million to replace existing fuel tanks and fueling systems at a refueling site in Sitkinak, AK.

The Coast Guard is still investigating the best way to support long-term mission requirements for afloat, shore and aviation assets in support of Arctic operations on the North Slope of Alaska. Once this work is complete, funding for critical operational needs will be requested in future years.

Defense Activity Funding

Question: How much defense-activity funding is requested for FY 2013? If funding is requested, why was this amount not included in the detail table accompanying the budget submission?

ANSWER: The 2013 Budget provides \$340,000,000 in the Coast Guard's Operating Expense Appropriation for defense-related activities. In addition, the Budget provides up to \$254,461,000 for Coast Guard activities supporting Combatant Commander request for forces in support of Overseas Contingency Operations.

The Coast Guard's defense-related activity funding is reflected in the Operating Expenses Justification of Proposed Legislative Language. The provision to transfer funding from Navy to Coast Guard for Overseas Contingency Operations is reflected in the table on CG-OE-40.

Transportation Worker Identification Card

Question: How many employees at facilities covered by the Chemical Facilities Anti-Terrorism Standards (CFATS) regulation have a TWIC already?

ANSWER: DHS currently has no means to confirm how many workers are employed at chemical facilities covered under CFATS and who also hold a valid TWIC card. The CFATS program is managed by the Infrastructure Security Compliance Division in the National Protection and Programs Directorate's Office of Infrastructure Protection. NPPD does not maintain a registry of the number of employees at CFATS-regulated facilities who hold a TWIC card, nor does the Transportation Security Administration maintain a registry of TWIC holders that work at covered chemical facilities.

Question: If you cannot answer to the previous question, how many facilities covered under CFATS are also covered under the Maritime Transportation Security Act (MTSA)? What percentage?

ANSWER: Per the Department of Homeland Security (DHS) Infrastructure Security Compliance Division (ISCD), as of February 14, 2012, CFATS covers 4,464 high-risk facilities nationwide; of these 4,464 facilities, 3,693 are currently subject to final high-risk determinations and due dates for submission of a Site Security Plans or an Alternative Security Program. A precise number of facilities covered under both statutes cannot be

provided. However, to date, 366 exemptions for MTSA-regulated facilities have been granted per Section 550 of the FY 2007 DHS Appropriations Act.

Question: I understand that a good number of TWICs are going to begin expiring – meaning that all those maritime employees will need to go back to TWIC enrollment sites and enroll as if they are first time applicants. Given that the readers still are not deployed, is the Administration looking at anything to address that?

ANSWER: Yes, the Administration is examining the Transportation Worker Identification Credential (TWIC) expiration issue.

In the meantime, to fully leverage the security benefits of the TWIC, the Coast Guard has deployed approximately 300 multi-use biometric handheld readers to field units and training commands nationwide. The use of these readers serves as the primary means of TWIC verification during Coast Guard compliance activities.

Question: Without readers, the TWIC is nothing more than a flash pass – an expensive one at that. What is the timeline for the TWIC reader rule – both issuing a Notice of Proposed Rulemaking and issuing a final rule?

ANSWER: Additionally, the Coast Guard has deployed approximately 300 biometric-enabled hand-held readers to training and field units in order to leverage the full security benefits of the TWIC during facility inspections, security spot checks, vessel inspections, and law enforcement boardings. These readers enable Coast Guard personnel to not only verify that the credential is valid, but also match the individual to the biometric fingerprint stored on the card and determine whether or not the certificates on the card have been revoked via the Canceled Card List. So far, the Coast Guard has verified more than 213,000 TWICs through handheld readers.

The Coast Guard is working diligently to publish the Transportation Worker Identification Card (TWIC) Reader Notice of Proposed Rulemaking (NPRM). An Advanced Notice of Proposed Rulemaking (ANPRM) on the TWIC reader requirements was published in the Federal Register on March 27, 2009. The ANPRM comments have been analyzed along with pilot data, and together they will assist in developing the NPRM. It is difficult to predict when the final TWIC reader requirements to use biometric readers aboard vessels and facilities might be implemented, as the Coast Guard is required to review, analyze, and take public comments into account before any final TWIC reader requirements can be implemented. For this reason, the Coast Guard does not have a precise date for publication of the TWIC reader rulemaking project, but the Service anticipates it will publish prior to the end of 2012.

Question: The reader pilot started in August 2008 – more than a year late. The final rule was supposed to be published by August 2010. Port security grant funding for TWIC reader projects is going to expire. TWICs are expiring. What is your best projection for when TWIC readers will actually be required and deployed?

ANSWER: As noted in the above response, it is difficult to predict when the final TWIC reader requirements might be implemented, as the Coast Guard is required to review, analyze, and take public comments into account before any final TWIC reader requirements can be implemented. However, the following background information is provided regarding the way forward with the rulemaking project and the ability for facilities and vessels to compete for grant funding.

The Coast Guard is working diligently to publish the TWIC Reader Notice of Proposed Rulemaking (NPRM). An Advanced Notice of Proposed Rulemaking (ANPRM) on the TWIC reader requirements was published in the Federal Register on March 27, 2009. The ANPRM comments have been analyzed along with pilot data, and

together they will assist in developing the NPRM. For this reason, the Coast Guard does not have a precise date for publication of the TWIC reader rulemaking project.

The FY 2012 Port Security Grant Program (PSGP) Funding Opportunity Announcement was developed keeping TWIC as a program priority and allowing the purchase of readers and associated infrastructure (e.g., cabling, wiring, fiber optics, etc.). Regarding FY 2012 grant applications that have TWIC-related projects, the PSGP will prioritize and fund TWIC-related infrastructure projects over the purchase of card readers, as the reader requirements are being developed in the rulemaking project mentioned above.

Question: Substantively, what are some of the challenges USCG is facing in finalizing this rule? What are the reasons for delay?

ANSWER: There were a number of sources of substantive input the Coast Guard had to consider in formulating the policy approaches that underpin this rule. Among these sources were the public comments received in response to our Advanced Notice of Proposed Rulemaking (ANPRM) on Transportation Worker Identification Credential (TWIC) reader requirements (and associated public meeting). Additionally, the Security and Accountability for Every (SAFE) Port Act of 2006 required us to promulgate this rule based on the findings of a mandated pilot program. DHS, through the Transportation Security Administration (TSA), Coast Guard, and DHS Science and Technology conducted the pilot program to test TWIC readers in geographical locations and operational environments throughout the country. Data collection for the pilot program was completed on May 31, 2011. The Coast Guard is diligently working to publish a notice of proposed rulemaking (NPRM), and the Coast Guard is required to hold at least one associated public meeting. The Coast Guard expects the NPRM to generate substantive public comments, which must be analyzed, considered, and addressed in the final rule.

The Security and Accountability For Every (SAFE) Port Act of 2006 required the Secretary of the Department of Homeland Security (DHS) to conduct a pilot program to test the business processes, technology, and operational impacts required to deploy Transportation Worker Identification Credential (TWIC) readers. DHS, through the Transportation Security Administration (TSA), Coast Guard, and DHS Science and Technology conducted the pilot program to test TWIC readers in geographical locations and operational environments throughout the country. TSA's report on the reader pilot program was delivered to Congress last month, and the Coast Guard is now incorporating the results of the pilot in our rulemaking for electronic readers in the maritime environment. As noted in the report's findings, there are many challenges with implementing this security feature in a maritime environment. The Coast Guard is examining these lessons learned in an effort to develop an effective rulemaking project that will enhance security at our nation's ports, facilities, and on board vessels.

The pilot program encountered start-up and execution delays. Some reasons for delay included:

- TWIC readers were not readily available for testing until mid-2008 which delayed the commencing of the TWIC reader pilot program;
- TWIC reader pilot participants were responsible for completing their TWIC reader plans and installations through contracts with vendors and system integrators;
- Ports revised earlier estimates with TWIC reader installation; and
- Voluntary nature of the pilot program and rules surrounding port security grant program limited the Government's ability to influence their pace.

The Coast Guard is working aggressively to finalize the rule and publish it as soon as possible. This rulemaking will apply requirements in a risk-based fashion to leverage security benefits and capabilities. An Advanced Notice of Proposed Rulemaking (ANPRM) on the TWIC reader requirements was published in the Federal Register on March 27, 2009. The ANPRM comments have been analyzed along with pilot data, and together they will assist in developing the Notice of Proposed Rulemaking (NPRM). It is difficult to predict when the

final TWIC reader requirements to use biometric readers aboard vessels and facilities might be implemented, as the Coast Guard is required to review, analyze, and take public comments into account before any final TWIC reader requirements can be implemented. The Coast Guard anticipates this rulemaking project will publish prior to the end of the year.

C-27J Aircraft

Question: Is the Coast Guard reviewing the C-27J as another option for maritime surveillance -- and are you currently talking to the Air Force about a potential transfer?

ANSWER: The Coast Guard has previously established that the C-27J meets the key performance parameters of a Medium-Range Surveillance Maritime Patrol Aircraft, however in its current state, the aircraft would require maritime missionization to meet all Coast Guard requirements. The Coast Guard is conducting a cost analysis to identify the feasibility and specifically what funding would be required to operate the aircraft as part of the Coast Guard fleet; the Coast Guard has communicated our potential intent to the Air Force.

Question: Can you provide the Committee with the business case analysis for the C-27?

ANSWER: A business case analysis is currently in progress and will be provided to the Committee once it has been completed and reviewed by the Administration.

Question: How may a transfer impact the current program of record for the H-144 and the C-130J aircraft?

ANSWER: If all 21 C-27's were acquired, a notional recapitalized fixed-wing aircraft fleet could include 19 C-130Js, 18 HC-144As, and 21 C-27s; resulting in change to the C-130H/J and HC-144 Program of Record.

Reception and Representation Funds

Question: How does the Coast Guard plan to utilize its reception and representation expenses in FY13?

ANSWER: The Coast Guard will utilize reception and representation expenses in FY 2013 to facilitate development and maintenance of relationships with other countries and organizations that enhance Coast Guard mission effectiveness. The funds will be distributed to, and centrally managed by, the Office of the Commandant in order to ensure the funds are properly utilized in accordance with federal statute.

Specifically, the funds will be utilized to pay for receptions at senior official quarters (Commandant, Vice-Commandant, Chief of Staff, Deputy Commandant for Operations, and Area Commanders) where these individuals will host heads of foreign Coast Guards, Navies, and military organizations, as well as to build partnerships with other entities and federal agencies outside of the Department of Homeland Security. Coast Guard senior officials will also use these funds to purchase nominal representational items to present during official travel.

Question: To date, how much has been spent in FY12, and what is the plan for the remainder of the fiscal year? Please provide detail for each expenditure.

ANSWER: \$3,426 has been expended to date, as identified in the attached table. The plan for the remainder of the fiscal year is to utilize reception and representation expenses to facilitate building/maintaining relationships with other countries and organizations as necessary.

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE Norm Dicks

Admiral Robert J. Papp, Jr., United States Coast Guard

Committee on Appropriations
Subcommittee on Homeland Security
FY 2013 Budget Request – U.S. Coast Guard
March 6, 2012

Polar Icebreakers

Question: Admiral Papp, as you know, the *Polar Star* is expected to return to service soon; however, the *Polar Sea*, the Coast Guard's other remaining heavy polar icebreaker, remains in drydock pending decommissioning. Given the considerable need for additional icebreaking capacity, is the Coast Guard considering returning the *Polar Sea* to service? How much would it cost the Coast Guard to return the vessel to service? How would that cost compare with what we currently spend to hire foreign icebreakers to do this work?

ANSWER: The Coast Guard is not considering returning the POLAR SEA to service. POLAR SEA was placed in an "inactive pending decommission" status in November 2011, based on its current mechanical state, cost to repair, and expected end of service life of 2014. The Coast Guard plans to complete the decommissioning and transfer the ship to MARAD for disposal by the end of 2012.

The estimated cost to repair the existing casualties to POLAR SEA, return it to operations, and extend its service life by seven to ten years is estimated to cost \$100 million. This estimate excludes recurring operational costs.

The Coast Guard has not hired foreign icebreakers; the National Science Foundation executes the contracts for foreign icebreakers.

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE Ander Crenshaw

Admiral Robert J. Papp, Jr., United States Coast Guard

Committee on Appropriations
Subcommittee on Homeland Security
FY 2013 Budget Request – U.S. Coast Guard
March 6, 2012

Cuba and Offshore Drilling

Question: Cuba's offshore development so close to the United States raises implications for U.S. policy focusing on oil spill risks and the status of U.S.-Cuban cooperation on preparedness and response in the case of a major oil spill. The Deepwater Horizon oil spill in the U.S. Gulf of Mexico heightened concerns about oil spill risks and raised the potential of U.S.-Cuban engagement regarding a potential oil spill in Cuban waters. However, the prospects for addressing these concerns are complicated by longstanding U.S. policy to isolate communist Cuba. In light of oil spill concerns, there has been increased congressional and public interest on the status of oil spill preparedness and response and coordination between Cuba and the United States. Can you share your assessments of our current oil spill preparedness and response and coordination between Cuba and the United States?

ANSWER: The U.S. is prepared to respond to a spill event in the offshore environment of Cuba. The Coast Guard coordinated and participated in an interagency and intergovernmental team to identify the risks, and the strategies for responding to those risks. The team identified the equipment available and appropriate to respond if a spill event were to occur. The team established mechanisms domestically in the U.S. and multi-laterally across the Northern Caribbean to support coordination of efforts if an event was to occur. As with any preparedness effort, we continue to pursue sustained engagement of these activities to sustain and continuously improve our plans and preparedness across the region.

Under the National Oil and Hazardous Substances Pollution Contingency Plan, the Coast Guard is the federal lead for response in the maritime waters of the U.S. Beginning in 2010 when it became apparent that drilling would begin in Cuban offshore waters, the Coast Guard began coordinating at the national, regional and local levels to ensure the nation's preparedness to respond in the event of a resulting spill.

Guided by the National Security Staff and the Department of State, the Coast Guard engaged with the International Maritime Organization (IMO) to initiate a multilateral planning forum focused specifically on addressing such a spill. Through that initiative, the Coast Guard is engaging in ongoing multilateral technical coordination with five Caribbean nations (Bahamas, Cuba, Curacao, Jamaica, and Mexico). This conduit allows the Caribbean nations to discuss oil spill prevention, preparedness and response issues and to gain an understanding of current and planned offshore drilling operations throughout the Caribbean, including Cuba. The first IMO sponsored workshop was held in the Bahamas December 7-9, 2011, the second IMO sponsored workshop was held in Curacao January 31 – February 2, 2012, and the third is planned for April 11-13, 2012, in Jamaica.

Cuba and Offshore Drilling

Question: It is my understanding that the Obama Administration has been making efforts to prepare for a potential oil spill in Cuban waters that could affect the United States. Can you tell us the level of engagement that the U.S. Coast Guard has had with state, local, and other federal agencies to ensure that area contingency plans covering Florida are adequate?

ANSWER: Domestically, the U.S. Coast Guard's planning efforts are conducted under the National Oil and Hazardous Substances Pollution Contingency Plan (NCP). The Coast Guard develops and maintains contingency plans that will be activated if an oil spill occurs in the waters of a neighboring nation, yet threatens to impact U.S. waters, adjoining shorelines, or our natural resources. In preparation for the near-term North Cuba Basin oil exploration and future offshore oil exploration in Bahamian waters, the Coast Guard updated its national, regional and local area plans in preparation for an oil spill response in the Caribbean region through a collaborative effort with a host of federal, state, local, and private entities.

National Level Plans:

The NCP is managed by the National Response Team (NRT) – a body comprised of the 15 primary federal agencies with the Environmental Protection Agency (EPA) as the chair and the Coast Guard as Vice-Chair. With regard to Cuban offshore drilling, the NRT Preparedness Committee is actively canvassing member agencies to validate existing environmental, hydrologic, oceanographic and relevant risk data in the Caribbean and mid-Atlantic that has proven valuable in planning efforts.

Regional Level Plans:

The NCP mandates the establishment of Regional Response Teams (RRT) that include regional representatives from the 15 primary federal agencies and from each state in the region. RRT IV is responsible for planning and preparedness in the Straits of Florida and the South Atlantic coast (areas of potential immediate impact in the event of a Cuban offshore incident). RRT IV, chaired by Coast Guard District Seven (D7), is proactively working with the State of Florida, coastal communities and the private sector to monitor developments, to improve planning strategies, and to identify and address gaps or shortfalls in equipment and personnel capabilities. An Offshore Response Plan has been developed by D7 to address the unique characteristics of oil spill response in the Florida offshore environment. The plan creates an Offshore Response Command structure that is accountable to the FOSC to address all aspects of offshore pollution response from a foreign source. This plan includes the capability to liaise with foreign governments and corporations to address communication and coordination issues inherent with international response efforts.

Local-level Plans:

Together with State and local partners, the USCG maintains Area Contingency Plans (ACP) which include Geographic Response Plans and Tidal Inlet Protections Strategies. The ACPs have been recently updated in response to the planned drilling in the Northern Caribbean.

Cuba and Offshore Drilling

Question: It is my understanding that U.S. agencies have also engaged with officials from Repsol, which has provided information regarding its plans related to drilling and oil spill response. The company offered U.S. agencies an opportunity to inspect the Scarabeo-9 oil rig. Did the Coast Guard have an opportunity to inspect the rig? In your opinion, did the rig meet or adhere to U.S. regulations and the highest industry standards when conducting its exploratory drilling in Cuban waters as portrayed by Repsol?

ANSWER: Yes.

Two Coast Guard inspectors with qualifications to examine a foreign flag Mobile Offshore Drilling Unit (MODU) attended the rig in the waters of Trinidad and Tobago on January 6, 2012 for the purpose of

examining the rig for compliance with applicable MODU standards (i.e., those standards the Coast Guard would apply if the rig were to operate in U.S. waters).

Coast Guard inspectors inspected the performance of safety equipment, such as: dynamic positioning (DP) systems; emergency generators; lifesaving equipment; firefighting systems and equipment; hazardous locations; and electrical equipment. In addition, crew licenses, DP operator's documentation, and records of emergency crew drills were reviewed.

Inspectors determined the Scarabeo 9 substantially conformed to the standards set forth in the International Maritime Organization Code for the Construction and Equipment of Mobile Offshore Drilling Units (IMO MODU Code). If destined for U.S. waters, it would have passed the exam and likely have been issued a Certificate of Compliance.

Six minor deficiencies were noted and can be corrected through a few minor equipment repairs, some labeling, and equipment repositioning. In fact, some of the items identified were as a result of new construction conditions. The Coast Guard expects the flag state (Bahamas) and class society (Det Norske Veritas) to follow up appropriately on these items.

Cuba and Offshore Drilling

Question: In light of the potential dangers, the United States and Cuba are not parties to a bilateral agreement on oil spills. Are you comfortable with current engagement with the Cuban government over these matters or do you believe that further U.S.-Cuban government engagement is warranted in order to maximize preparedness and response in the event of a major spill?

ANSWER: The Coast Guard international engagement in preparation for response to a potential oil spill originating in foreign waters is based in the U.S. Government's participation in the Convention on Oil Pollution Preparedness, Response and Co-operation, 1990 (OPRC Convention) and the Cartagena Convention. The OPRC Convention provides a global framework for international cooperation in combating major incidents or threats of marine pollution. The IMO has established a technical working group and a Regional Emergency Information and Response Center in Curaçao focused on supporting international cooperation for combating spill events in the Caribbean. The United States, Bahamas, Cuba, and other regional countries are parties to the Cartagena Convention, its Oil Spill Protocol and the regional Caribbean Island Oil Pollution Response and Cooperation Plan. Similar to the OPRC Convention but on a regional basis, the Caribbean Plan is focused on threats to Caribbean islands (including U.S. territories), and provides for cooperative response in the event of a major oil spill incident that exceeds the response capability of a national government or oil industry.

The proximity of neighboring countries and the likelihood that an event emanating from an offshore unit could lead to trans-boundary pollution possibly impacting neighboring countries necessitates multi-lateral planning. Guided by the National Security Staff (NSS) and the Department of State (DOS), the Coast Guard engaged with the International Maritime Organization (IMO) to initiate a multilateral planning forum focused specifically on addressing such a spill. Through that initiative, the Coast Guard is leading ongoing multilateral engagement with five other Caribbean nations (Bahamas, Cuba, Curacao, Jamaica, and Mexico). This conduit allows the Caribbean nations to discuss oil spill prevention, preparedness and response issues and to gain an understanding of current and planned offshore drilling operations throughout the Caribbean, including Cuba. The first IMO sponsored workshop was held in the Bahamas December 7-9, 2011, the second IMO sponsored workshop was held in Curacao January 31 – February 2, 2012, and the third is planned for April 11-13, 2012, in Jamaica. This engagement strategy has provided significant benefit and has provided the U.S. government with up to date knowledge of the status of drilling operations throughout the Caribbean, including Cuba. Although the USCG currently maintains bilateral Contingency Plans with Canada and Mexico, those borders are isolated from other nations, and so bilateral agreements are appropriate. Because any spill in the Northern Caribbean will affect multiple nations, multilateral engagement is the preferred forum for preparedness discussions. Sustained

engagement through these existing venues will be important to our ability to maintain and improve preparedness going forward.

Cuba and Offshore Drilling

Question: If there were a spill, what are the barriers to allowing U.S. technology from being quickly deployed due to our long-running trade embargo with Cuba?

ANSWER: The primary barriers to deployment will be notification and situational awareness. Regarding mobilization and deployment of equipment, while the preferred option is always for the spiller to act, the Coast Guard has also obtained licenses from the Office of Foreign Assets Control and the Bureau of Industry and Security to ensure the ability to direct all response actions and assets to respond to a spill originating from a Cuban source. Therefore, as circumstances warrant, we will initiate immediate response.

Component Name	Name of Event(s)	Date of Event	List Number of DHS/Non-DHS Attendees	Purpose of Event	Description of Items Purchased	Cost of Items(s) purchased	Cumulative Expenditures as of March 29, 2012	Remaining Budget Authority
Commandant	Flag Mess Event	10/1/2011	1-Jan	Luncheon	Lunch with Administrator Lubchenko (NOAA)	\$8	\$8	\$16,992
Vice Commandant	Flag Mess Event	10/8/2011	2-Jan	Luncheon	Lunch with Diversity Advisory Board Members	\$15	\$23	\$16,977
Commandant	Flag Mess Event	10/14/2011	1-Jan	Luncheon	Lunch held with Al Roker (NBC)	\$80	\$103	\$16,897
Commandant	Protocol Visit	10/17/2011	1-Jan	Representational gifts	Plaque for Mr. Ross Roeder (Coast Guard Foundation)	\$107	\$210	\$16,790
Commandant	Protocol Visit	10/21/2011	5-Feb	Luncheon	Lunch with Commander, Naval Forces Canada	\$60	\$270	\$16,730
Commandant	Protocol Visits	12/1/2011	12-Jan	Representational gifts	Parker Refill Inks for Representative Pens.	\$53	\$323	\$16,667
Commandant	Flag Mess Event	11/2/2011	2-Feb	Breakfast	Breakfast with Senator Wicker and Staff	\$15	\$338	\$16,662
Commandant	Flag Mess Event	11/3/2011	3-Feb	Breakfast	Breakfast with Rep. Guinza and Staff	\$22	\$360	\$16,640
Commandant	Visit by Foreign Officials	11/3/2011	8-Apr	Visit by Russian Delegation	Coffee Service	\$108	\$468	\$16,532

Component Name	Name of Event(s)	Date of Event	List Number of DHS/Non-DHS Attendees	Purpose of Event	Description of Items Purchased	Cost of Items(s) purchased	Cumulative Expenditures as of March 29, 2012	Remaining Budget Authority
Commandant	Protocol Visit	12/30/2011	Jan-36	Representational gifts	Official CCG Dessert Tins	\$529	\$997	\$16,003
Commandant	Foreign Visit	11/21/2011	7-Apr	Official Reception	Official Reception Hosted by CCG for Arctic Council IMO Officials in London, UK, Week of 21 Nov 2011	\$1,070	\$2,067	\$14,933
Commandant	Protocol Visit	1/27/2012	3-Jan	Luncheon	Expenses Incident To Luncheon Hosted by CCG for Members of Congress on 27 January 2012	\$39	\$2,106	\$14,894
Commandant	Protocol Visit	1/27/2012	4-Jan	Luncheon	Luncheons Hosted by CCG for Members of Congress on 01 & 03 Mar 2012	\$46	\$2,152	\$14,848
Commandant	Protocol Visit	2/6/2012	6-Mar	Luncheon	Lunch Guest for Commandant	\$68	\$2,220	\$14,780
Commandant	Protocol Visit	2/17/2012	4-Feb	Luncheon	Lunch Guest for Commandant	\$36	\$2,256	\$14,744
Vice Commandant	Protocol Visit	3/2/2012	4-Jan	Luncheon	Luncheon Hosted by VCG for Members of Congress on 02 Mar 2012	\$32	\$2,288	\$14,712

Component Name	Name of Event(s)	Date of Event	List Number of DHS/Non-DHS Attendees	Purpose of Event	Description of Items Purchased	Cost of Items(s) purchased	Cumulative Expenditures as of March 29, 2012	Remaining Budget Authority
Commandant	Foreign Visit	3/23/2012	4-Jan	Representational gifts	Walnut Box Plaque, 2012 Colombia Trip for VADM Marquez, General Trujillo, ADM Kerquelen, Mrs Satter	\$222	\$2,510	\$14,490
TOTAL						\$2,510		

WEDNESDAY, MARCH 7, 2012.

FEDERAL EMERGENCY MANAGEMENT AGENCY

WITNESSES

CRAIG FUGATE, ADMINISTRATOR, FEDERAL EMERGENCY MANAGEMENT AGENCY

ROSS ASHLEY, EXECUTIVE DIRECTOR, NATIONAL FUSION CENTER ASSOCIATION

JEFF CAYNON, PRESIDENT, HOUSTON, TX, PROFESSIONAL FIREFIGHTERS ASSOCIATION (IAFF LOCAL 341), REPRESENTING THE INTERNATIONAL ASSOCIATION OF FIREFIGHTERS

JOHN M. HOLMES, DEPUTY EXECUTIVE DIRECTOR, PORT OF LOS ANGELES, REPRESENTING THE AMERICAN ASSOCIATION OF PORT AUTHORITIES

JIM MULLEN, PRESIDENT, NATIONAL EMERGENCY MANAGERS ASSOCIATION, DIRECTOR, WASHINGTON DEPARTMENT OF EMERGENCY MANAGEMENT, REPRESENTING NATIONAL EMERGENCY MANAGERS ASSOCIATION (NEMA)

MICHAEL DEPALLO, DIRECTOR AND GENERAL MANAGER, PORT AUTHORITY TRANS-HUDSON (PATH) CORPORATION, REPRESENTING THE AMERICAN PUBLIC TRANSIT ASSOCIATION

OPENING REMARKS: CHAIRMAN ADERHOLT

Mr. ADERHOLT. The hearing is called to order.

Good morning. Today we welcome the Administrator of the Federal Emergency Management Agency, FEMA, Craig Fugate, to discuss his agency's budget request for fiscal year 2013.

After the conclusion of discussion with Administrator Fugate, we will convene an additional panel of stakeholder organizations.

I want to make a brief opening statement in order to allow more time for Members to ask questions and to proceed with our second panel as well.

Administrator Fugate, first of all, thank you for the work that you do and the hundreds of FEMA personnel who were deployed in my home State of Alabama last April and beyond following the devastating tornadoes that impacted us. They are still there helping our communities pick up the pieces today, and we very much appreciate all the work that FEMA and your agency has done.

As recently as this past weekend, we again saw devastation that was brought by severe weather. And, once again, we looked to FEMA to assist our state and local responders as it is needed.

We thank you, the dedicated folks who are on the ground and for all their hard work.

Before we begin, I want to touch briefly on several issues which we will discuss at length a little bit later in the hearing.

With respect to disaster funding, we want to know—will the disaster relief fund be solvent through the remainder of this year and

the next, and will FEMA complete all recovery projects for disasters that happened last year before the end of fiscal year 2013?

Grant reform, we want to know—how will grant reform work and how will FEMA allocate funding under the new framework? Will you provide funding to high-risk urban areas, port authorities, and transit agencies as you have in the past or will it be provided solely to states for distribution?

Furthermore, if allocations are dependent upon a State's threat and risk assessment, will you provide guidance on the process that you announced over a year ago?

These questions and others must be answered as your proposal is considered. And as you continue to engage Congress on this matter, I strongly encourage you to reach out to State and local stakeholders that will be impacted by these proposed changes.

Mr. Fugate, these are some issues with which you are very familiar. You have seen these issues from the local, State, and now Federal level. I look forward to your thoughts on these problems and what progress you have made in the last year, as well as the challenges that remain.

As your written testimony will be placed in the record, I ask you to take five minutes or so to summarize it for the Committee. But before you begin, I would like to call upon the Ranking Member, Mr. Price, for his opening comments.

[The information follows:]

**The Honorable Robert Aderholt
Committee on Appropriations
Subcommittee on Homeland Security**

Opening Statement:

***Federal Emergency Management Agency (FEMA)
Fiscal Year 2013 Budget***

**Witness:
Administrator Craig Fugate**

10:00 AM | Wednesday | March 7, 2011 | 2362-A RHOB

Hearing is called to order [*gentle strike of gavel*] –

Good morning. Today we welcome the Administrator of the Federal Emergency Management Agency (FEMA), Craig Fugate, to discuss his agency's budget request for fiscal year 2013. After the conclusion of discussions with Administrator Fugate, we will convene a panel of witness from stakeholder organizations.

I will make a brief opening statement in order to allow more time for Members to ask questions and to proceed with our second panel today.

Administrator Fugate, I want to first thank you and the hundreds of FEMA personnel who deployed to my home state after the devastating

tornadoes last year – and are still there today helping communities pick up the pieces.

As recently as this past weekend, we again saw the devastation wrought by severe weather – and once again we look to FEMA to assist our State and local responders, as needed. We thank you – and those dedicated folks on the ground – for your hard work.

Administrator Fugate, before we begin, I want to touch briefly on several issues which we will discuss at length later in the hearing.

With respect to disaster funding, we want to know –

⇒ Will the Disaster Relief Fund be solvent through the remainder of this year and the next – and will FEMA complete all recovery projects for disasters that happened last year before the end of FY13?

And on grant reform, we want to know –

⇒ How will grant reform work and how will FEMA allocate funding under a new framework?

⇒ Will you provide funding to high-risk urban areas, port authorities,

and transit agencies as you have in the past...or will funding be provided solely to states for distribution?

⇒ Furthermore, if allocations are dependent upon a State's threat and risk assessments, when will you provide guidance on the process that you announced over a year ago?

These questions and others must be answered as your proposal is considered. And as you continue to engage Congress on this matter – I strongly encourage you to reach out to the State and local stakeholders that will be impacted by the proposed changes.

Administrator Fugate, these are issues with which you are very familiar. You have seen these issues from the local, State and now Federal level. I look forward to your thoughts on these problems and what progress you have made in the last year, as well as the challenges that remain.

As your written testimony will be placed in the record, I ask that you take no more than five minutes to summarize it for the Committee. But before you begin, I would first like to recognize Mr. Price, our distinguished Ranking Member, for his opening remarks.

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OPENING REMARKS: RANKING MEMBER PRICE

Mr. PRICE. Thank you, Mr. Chairman.

Administrator Fugate, I am glad to welcome you back to our Subcommittee today. The work that the Federal Emergency Management Agency does is critical to helping our country prepare for, mitigate against, and recover from disasters. In 2011 alone, we had 99 major disasters, so that is a heavy job and one you have performed admirably.

When you arrived at FEMA, the agency was in a rebuilding mode trying to recover not just lost capacity but the lost confidence of the American people. Your leadership in this critical government function has brought us full circle.

The contrast between the nearly universal acclaim that FEMA has received in the wake of Hurricane Irene and the heartbreaking images of Americans left stranded in the wake of Hurricane Katrina could not be more striking. This confirms that much of the lost capacity we witnessed following Hurricane Katrina has been rebuilt and I commend you for these efforts.

At the same time, FEMA was spread thinly, responding to a record number of extreme disasters, and your agency was and is facing significant financial challenges. Your chief financial officer should be complimented for his efforts to recover money from closed-out disasters and to better track expenditures to keep the disaster relief fund in the black throughout the end of fiscal 2011. As we both know, this was touch and go right up until the end. Hopefully with the new disaster funding mechanism Congress passed as part of the Budget Control Act, we will now have more long-term stability to fund critical disaster relief needs.

Principally we are here today to discuss your 2013 budget. The request for FEMA is \$10.2 billion of which \$6.1 billion is for the disaster relief fund. That request is five percent less than 2012, largely reflecting a \$1 billion reduction in the disaster relief fund based on your reduced estimate of catastrophic and non-catastrophic needs for 2013.

Within your budget request, I am pleased to note significant increases for FEMA grants, albeit against a base which has been significantly reduced in the last two years. This funding is tied to a significant reorganization of the State and Local Grant Program. Your new national preparedness grant proposal has raised many questions as to how it will work, how you will award funds to maintain core capabilities nationwide, while also bolstering security investments to buy down risk and who may be left out. Today I hope you will be able to provide more clarity on how you envision this block grant to work if approved.

It also worries me that your request substantially reduces funding for the Emergency Food and Shelter Program when states and localities remain on shaky financial footing.

Your request continues to lowball funding in my view for the flood hazard mapping and Risk Analysis Program which if adopted would cut funding for this program by 60 percent in two years when we all know that flooding is the most frequent and costly natural hazard in the United States.

And it eliminates funding for pre-disaster mitigation efforts even when this program continues to receive far more requests for funding and meritorious requests than has been appropriated.

So, Mr. Chairman, I hope we can work together to address these problems as we develop our 2013 funding recommendations.

And, Administrator Fugate, I want to thank you for your service to our country. I look forward to a productive discussion today and to continuing to work together to build a more resilient Nation.

Thank you.

Mr. ADERHOLT. Thank you, Mr. Price.

Mr. Fugate, we look forward to your comments and, again, thank you for being here.

[The information follows:]

OPENING STATEMENT OF RANKING MEMBER DAVID PRICE
Federal Emergency Management Agency (FEMA) FY2013 Budget Hearing
March 7, 2012 / 10:00 am

Administrator Fugate, I am glad to welcome you back to our Subcommittee. The work the Federal Emergency Management Agency (FEMA) does is critical in helping our country prepare for, mitigate against, and recover from disasters. In 2011 alone, we had 99 major disasters, so that is a hefty job and one you have performed admirably.

When you arrived at FEMA, the agency was in a rebuilding mode, trying to recover not just lost capacity, but the lost confidence of the American people. Your leadership of this critical government function has brought us full circle. The contrast between the nearly universal acclaim that FEMA has received in the wake of Hurricane Irene and the heart-wrenching images of Americans left stranded in the wake of Hurricane Katrina could not be more striking. This confirms that much of the lost capacity we witnessed following Hurricane Katrina has been rebuilt. I commend you for these efforts.

At the same time FEMA was spread thin responding to a record number of spring disasters, your agency was also facing a significant financial challenge. Your Chief Financial Officer should be complimented for his efforts to recover money from closed out disasters and better track expenditures to keep the Disaster Relief Fund in the "black" through the end of fiscal year 2011. As we both know, this was touch-and-go right up until the end. Hopefully, with the new disaster funding mechanism Congress passed as part of the Budget Control Act, we will now have more long term stability to fund critical disaster relief needs.

Principally, however, we are here to discuss your 2013 budget. The request for FEMA is \$10.2 billion, of which \$6.1 billion is for the Disaster Relief Fund (DRF). This request is 5 percent less than 2012, largely reflecting a \$1 billion reduction in the DRF based on your reduced estimate of catastrophic and non-catastrophic needs for 2013.

Within your budget request, I am pleased to note significant increases for FEMA grants, albeit against a base which has been significantly reduced in the last two years. But this funding is tied to a significant reorganization of the State and Local Grant Program. Your new National Preparedness Grant proposal has raised many questions as to how it will work, how you will award funds to maintain core capacities nationwide while also bolstering security investments to

buy down risk, and who may be left out. Today I hope you will be able to provide more clarity on how you envision this block grant to work, if approved.

It also worries me that your request:

- substantially reduces funding for the Emergency Food and Shelter Program when states and localities remain on shaky footing;
- continues to low ball funding for the Flood Hazard Mapping and Risk Analysis program, which, if adopted, would cut funding for this program by 60 percent in two years when we both know that flooding is the most frequent and costly natural hazard in the United States; and
- eliminates funding for pre-disaster mitigation efforts even when this program continues to receive far more requests for funding than has been appropriated.

Mr. Chairman, I hope that we can work together to address these problems as we develop our 2013 funding recommendations.

Administrator Fugate, I want to thank you for your service to our country. I look forward to a productive discussion today and to continuing to work together to build a more resilient nation.

OPENING STATEMENT: ADMINISTRATOR FUGATE

Mr. FUGATE. Well, thank you, Mr. Chairman and Ranking Member Price, Members.

First, you know, I think this is the fourth time now I have presented the budget for FEMA and on the basis of the work that was done in the Budget Stabilization Act, we are requesting the funding for the DRF [Disaster Relief Fund] on the basis of what we estimate our total costs will be including the previous catastrophic disasters as well as the activity that we would expect in fiscal year 2013.

The overall budget request again is a reduction. Part of that is reflected in what we have looked at to reduce costs of the fiscal year 2013 response. That does not do much. We see that many of the costs expended in the last year for 2011 on the large-scale disasters are those expenses that we expect will be paid out in this year, and, therefore, there will be further reductions based upon the long-term rebuilding.

So we are prorating this out on the basis of what permanent work we expect to continue in these open catastrophic disasters as well as factoring in the cost for the responses that we would expect.

Again, the caveat is that in future catastrophic disasters, there may be requirements for additional funds, but this is based upon the known universe of open disasters as well as the expected reoccurring workload that we would see in a typical year.

So those are rather significant milestones in that area. The other part of our budget does show reductions including reductions in our base budget, which is actually reflected more in the efficiencies that we have been striving to achieve.

We had to make decisions about programs to reduce or eliminate. We took an approach that said that, rather than taking percentage cuts across all programs, we would look at those programs that would either be eliminated in its entirety or significantly reduced while keeping other programs funded to accomplish their mission.

And this will result in some people saying that their programs got cut. But an example is pre-disaster mitigation, which we have recommended not to fund this year, we currently have a backlog of \$174 million in open projects that are still yet to be completed.

That does not count the dollars that are out there in mitigation on disasters in Section 404, which is also a rather significant investment in mitigation.

So it was not an easy choice to make. But in looking at those areas that we felt that we had the need to make reductions, given that much of the activities are still moving forward on that backlog as well as the 404 dollars that are out there, we made that recommendation.

As far as the consolidation of grants, Mr. Chairman, I am not going to spend a lot of time here because I know we want to do this as Q and A. We are recommending an increase in that from last year, but we are looking at consolidating those grants and looking at more flexibility.

I think we are trying to move a program that oftentimes was put into various identified areas of funding that did not always nec-

essarily coordinate well or look at what were the needs as a Nation.

And because of the President's issuance of the presidential policy directive on a national preparedness in establishing a goal, we are looking at how do we fund, not just jurisdiction by jurisdiction and the threats they face, but how do we build capability to serve the Nation, how do we build capability that is a shared responsibility at all levels of government to respond to catastrophic incidents.

And we have seen examples in the recent tornadoes this year and last year that show much of that response was contributed to by previous investments in Homeland Security, which meant that teams available closer to their neighbors could respond to their mutual aid—urban search and rescue teams, communication vehicles, incident management teams that previously had to come from the Federal Government or further away. This both speeds up the response but also leaves national resources available for the next catastrophic disaster.

So our strategy here is to change the dialogue from funding each jurisdiction on the basis of threats to each State, threats to urban security areas, and threats ongoing. We recognized that, but how does that contribute to national capability because we can look at various scenarios that were overwhelmed?

Even in the best prepared state, the best prepared city, where is that help coming from and are we making investment strategies targeted toward national preparedness goals and those areas that our capabilities that we see as necessary to be in a position to prevent an event, or in the event something happens, to rapidly stabilize it?

And so by combining the grants and putting more emphasis on the outcomes and using threat-based and hazard-based recommendations to look at what capabilities we have and where gaps occur and the best strategy to fund that, it does not lend itself to each jurisdiction trying to determine itself.

We need to really look at this more collectively and go “How do we build that capability among our shared resources and utilize the tools that state governments already have and many local jurisdictions participate in, which is the emergency management system's contact between states as well as in-state mutual aid?”

So this change is really, I think, starting that dialogue of how we build against a national picture versus jurisdiction by jurisdiction and then doing that by consolidating the grants, putting more emphasis on the outcomes and the measures to support those investment strategies that would be more directed by a national preparedness goal.

With that, Mr. Chairman, I will stop because I know we have a lot of questions and I want to make sure we have the time as you requested.

[The information follows:]

Written Statement of
Administrator Craig Fugate
Federal Emergency Management Agency



FEMA

"The President's
Fiscal Year 2013 Budget Request
For the Federal Emergency
Management Agency"

Before the
U.S. House Committee on Appropriations
Subcommittee on Homeland Security

Washington, D.C.
March 7, 2012

I. Introduction

Good morning Chairman Aderholt, Ranking Member Price, and distinguished Members of the Subcommittee. My name is Craig Fugate, and I am the Administrator of the Federal Emergency Management Agency (FEMA). It is an honor to appear before you today on behalf of FEMA to discuss our Fiscal Year (FY) 2013 budget request.

As you know, FEMA has changed the way we do business over the past several years and we are a much more effective agency today than we were just a few years ago. The FY 2013 President's Budget reflects FEMA's goal of managing resources more effectively across the Federal Government while ensuring the Nation's resilience and emergency preparedness. We will achieve this goal by developing, sustaining, and leveraging our core capabilities across the country by creating a robust national response capacity using a *Whole Community* approach. This approach will focus on cross-jurisdictional and readily deployable State and local assets to support national preparedness and response. In addition, FEMA has re-evaluated its programs in order to focus its resources on those programs that have the most significant impact on the Agency's ability to fulfill its emergency management mission. Moreover, FEMA will continue to streamline current business processes and harness the use of innovative technology.

We especially are pleased to inform the Committee that for the first time in the history of the Disaster Relief Fund, the FY 2013 request includes \$500 million in reserve funding to prevent the DRF from falling to a dangerously low level as it did during September 2011. This budget request exemplifies FEMA's commitment to looking for ways to do our work better, smarter, and faster by identifying and eliminating redundancies and increasing productivity. We also continue to look for new and innovative ways to leverage the capabilities of our partners and stakeholders.

We understand that FEMA, like all agencies across Government, will have to do more with less. For FY 2013, the President's Budget seeks a net discretionary budget authority of approximately \$10.008 billion, which is \$641.5 million dollars, or 6.02 percent, less than FEMA's FY 2012 enacted level.

II. Reviewing and Streamlining Programs

FEMA is reviewing its policies and programs constantly in order to streamline processes and eliminate redundancies in order to make the most of limited resources. Throughout the past year, we implemented many efficiency measures, such as streamlining our financial business practices, implementing outcome-based strategic planning, and improving disaster assistance delivery. These efforts will continue next year and are reflected in the FY 2013 budget request.

FEMASat

In January 2011, FEMA began implementing FEMASat, a management process designed to consistently examine specific outcomes across the Agency in order to ensure alignment with the Administrator's priorities. FEMASat helps us monitor the Agency's readiness posture and

allows leadership to identify developing trends, shape priorities, and seize opportunities to improve performance. The FEMASat process allows managers to recognize performance gaps based on real data then make the decisions necessary to address those gaps.

Since the inception of this new initiative, we have realized many achievements, including:

- the identification of opportunities to build internal expertise and save costs;
- the adoption of regular metrics and milestone-based reviews by specific component, such as the Mission Support Bureau's weekly briefing to senior staff on their performance measures;
- the establishment of the Office of the Chief Procurement Officer (OCPO) as the responsible party for FEMA's acquisitions process, from start to finish. By reorganizing and assigning this role to the OCPO, a single office will track the entire process and identify inefficiencies and bottlenecks along the way; and,
- the refocusing of resources on Individual and Community Preparedness, following discovery that only a small percentage of the preparedness budget had been spent in this area. As a result, I recently directed that funding for individual and community preparedness programs be increased by \$10 million. To build and sustain national preparedness and support existing programs, we are developing a campaign to move members of the public from awareness to action. Elements include a year-round effort to support preparedness through media and outreach and expand youth preparedness technical assistance. Technical assistance will increase the volume of youth preparedness programs nation-wide and enhance the effectiveness and sustainability of those existing. The network of youth and school preparedness will cross ages and sectors, and will benefit from a foundation of collective national partners committed to institutionalizing youth and school preparedness.

Throughout the next fiscal year, we will continue to use FEMASat to review the effectiveness of our activities and to find ways to eliminate identified inefficiencies.

Salaries & Expenses

The Salaries and Expenses (S&E) appropriation, formerly Management and Administration, provides core mission funding for the development and maintenance of an integrated, nationwide capability to prepare for, mitigate against, respond to, and recover from the consequences of major disasters and emergencies. Consistent with Congress' appropriation in FY 2012, the FY 2013 President's Budget has organized the S&E appropriation under the following program/project/activity (PPA) structure: Administrative and Regional Offices, Preparedness and Protection, Response, Recovery, Mitigation, Mission Support, and Centrally Managed Accounts. This structure ensures that the resources are transparent and grouped with like activities.

State and Local Programs

FEMA is reviewing constantly all of the Agency's policies and programs to identify ways to manage its practices and processes more effectively and efficiently. To this end, the Agency proposes in FY 2013 to consolidate its various preparedness grant programs—with the exception of the *Emergency Management Performance Grants* and *Firefighter Assistance Grants*—into a single, comprehensive preparedness grant program called the National Preparedness Grant Program (NPGP).

The NPGP is focused on developing and sustaining core capabilities outlined in the National Preparedness Goal. As described in the budget materials, the NPGP will also focus on creating a robust national response capacity based on cross-jurisdictional and readily deployable State and local assets.

Consolidating the preparedness grant programs will support the recommendations of P.L. 111-271, the Redundancy Elimination and Enhanced Performance for Preparedness Grants Act, and will streamline the grant application process. This will enable grantees to focus on how Federal funds can add value to their jurisdiction's unique preparedness needs while contributing to national response capabilities. To further increase the efficiency of the NPGP, FEMA will issue multi-year guidelines, enabling the Agency to focus its efforts on measuring progress towards building and sustaining national capabilities. This consolidation will eliminate administrative redundancies and ensure that all preparedness grants are contributing to the National Preparedness Goal. NPGP also will help to build deployable regional assets and will help State and locals leverage interstate and intrastate mutual aid more effectively and efficiently.

For FY 2013, FEMA is requesting \$1.54 billion for the NPGP. The complete reorganization of preparedness grants will allow for a more targeted grants approach where States build upon the capabilities established with previous grant money.

Bottom-up Reviews

Another way that FEMA identifies opportunities for improvement is by performing programmatic bottom-up reviews (BUR). A BUR is a systematic review of every aspect of an agency program from multiple stakeholder viewpoints and helps to identify ways and methods to improve the program.

In December 2011, FEMA initiated a BUR of the Pre-positioned Equipment Program (PEP) to assess the efficacy of the program based on capital investments versus deployments of the PEP caches. The BUR analysis revealed that PEP resources are redundant capabilities provided by FEMA grant programs and have not been utilized since 2005 for disaster response, and that the desired return on investment for this program has not been realized. In fact, the caches were deployed only to a limited number of events and in each case, the inventory was not used. Based on the BUR analysis, and having given due diligence to the consideration of potential extenuating factors, FEMA proposes to fully eliminate PEP in FY 2013, which will result in a savings of \$6.2 million.

FEMA also is conducting a National Urban Search & Rescue (US&R) BUR to determine whether the US&R Response System, as currently structured, can fulfill the Nation's current and future needs for technical US&R capabilities and to identify strategies to improve the efficiency and effectiveness of the System. In March 2011, an initial report presented dozens of system issues identified through stakeholder interviews. FEMA's Office of Policy and Program Analysis (OPPA) is now in the process of finalizing its report.

The Public Assistance (PA) BUR was kicked off in Spring 2011 and was designed to be a comprehensive review of the PA program's processes, procedures, and policies. The objectives of the PA BUR are to identify ways to improve the efficiency and effectiveness of the PA program, to make it less burdensome for all, and to develop recommendations for program changes to support the rapid recovery of communities affected by disasters. FEMA recently has concluded the review phase, and based on the input received has developed a vision for an improved PA program. FEMA is currently finalizing a course of action to realize this vision, which will include opportunities to gain feedback from our stakeholders on potential enhancements or revisions to the program.

Pre-Disaster Mitigation

To ensure a maximum return on investment, efficiency, and effectiveness, as well as to reduce redundancy within FEMA grant programs in FY 2013, we propose to eliminate the Pre-disaster Mitigation (PDM) program. The Pre-disaster Mitigation Program has an unexpended balance of \$174.2 million, and FEMA will be working to allocate these amounts in FY 2013 and to recover any unexpended balances.

Since the most costly and frequent natural disaster is flooding, we plan to maximize the use of our flood grant portfolio to assist in managing the risk. FEMA administers four other mitigation grant programs that can fund, or exclusively fund, flood mitigation projects. In addition, PDM funds are used to fund State and local hazard mitigation plans, which is an eligible activity under the Hazard Mitigation Grant Program. FEMA intends to use its sizeable unobligated carryover balance from prior years to close outstanding grants.

III. Disaster Relief Fund

The Disaster Relief Fund (DRF) accounts for a significant portion of FEMA's budget and mission. For FY 2013, FEMA and the Department of Homeland Security are taking prudent steps to ensure that the DRF is funded at the appropriate level to meet the assistance needs of affected communities and disaster survivors following a presidentially declared major disaster or emergency. In addition, FEMA has further refined its accounting methodology to align with the Budget Control Act (BCA) of 2012.

As a matter of practice, FEMA continually reassesses outgoing obligations and reimbursements held against the DRF balance, such as contract requirements or Public Assistance and Hazard Mitigation projects from past disasters. This consistent financial monitoring allows us to

determine if outstanding funds can be deobligated from previous projects and returned to the DRF. By deobligating mission assignments and disaster contracts in 2010, and deobligating funds from completed projects in 2011, FEMA has returned more than \$4.7 billion (as of September 30, 2011) to the DRF since the beginning of FY 2010.

For FY 2013, FEMA requests \$6.09 billion for the DRF, \$5.5 billion of which is designated as being for disaster relief in response to major disasters and is provided through a funding vehicle established in the BCA. Additionally, we estimate that we will be able to deobligate \$1.2 billion of previously appropriated funds during FY 2013 by continuing to enforce standard closeout policies, to establish and track closeout metrics, and to streamline and simplify the closeout process.

FEMA's 2013 request was calculated in accordance with the BCA, and therefore does not account for unexpected catastrophic events (those with expected costs exceeding \$500 million) that may occur in FY 2013. Our request assumes that events costing greater than \$500 million and that occur during FY 2013 will be funded with emergency supplemental funding, as provided for in the BCA. The FY 2013 request, as formulated, accounts for the continuing costs of past large-scale disasters and the expected annual cost of small-scale disasters.

The FY 2013 request also includes a \$500 million reserve to prevent the DRF from falling to the dangerously low level that it did during September 2011. This is especially crucial since the end of the fiscal year coincides with the 2013 Hurricane season. We are also seeking to avoid the implementation of Immediate Needs Funding restrictions, which occurred in FY 2010 and FY 2011 and delayed critical rebuilding projects.

IV. Investments in Our Workforce and Technology

A key to increasing any agency's efficiency is to make strategic investments in its people and technology. FEMA understands this and already has begun work on key investments that will increase the Agency's capabilities and aid us in accomplishing our mission.

Investing in Our Workforce

In 2011, the Office of the Chief Human Capital Officer (OCHCO) established a new orientation and training program for newly hired employees. These new training courses teach employees about FEMA, its mission and culture, and how to work with its programs across the organization. OCHCO already has trained more than 450 new hires through this initiative and FEMA will continue to evaluate and improve its onboarding process to ensure that new employees are as productive and prepared as possible.

FEMA is developing several leadership development initiatives to enhance opportunities for growth for our current employees. By investing in leadership programs, we are investing in the future of FEMA and enhancing our ability to perform our mission. In 2011, FEMA launched the Future Leaders program; a one-year program designed to enhance a participant's understanding of leadership at FEMA to build their leadership competencies. After a competitive selection

process, 33 employees were selected for the inaugural year of the new program and since its completion, the group has begun to positively impact FEMA. The Future Leaders have been working to promote the FEMA leadership culture throughout the entire agency, as well as serving as inspiration for other young people to enter into emergency management as a potential career, thereby a “win/win” for the whole community.

Additionally, FEMA recognizes that every employee of our agency is an emergency manager, and we are focusing on improved training and position qualifications to ensure that we can provide the best possible customer service during disaster response and recovery efforts. FEMA recently developed a national credentialing program focused on a government-wide and holistic approach to disaster surge staffing. The new FEMA Qualification System (FQS) will ensure that disaster response and recovery professionals are held to consistent expectations of workforce competency so they can perform the critical actions required to help individuals and communities respond to, recover from, and mitigate against disasters. This unified approach will ensure that FEMA employees are receiving the right training in an organized and efficient manner. We recently held town hall meetings in each of our regional offices, and at our headquarters building here in Washington, to discuss these changes directly with our staff. I personally led the meetings in Regions I, VI, and X, and was incredibly pleased by the productive dialogue and exchange of ideas that we had during the town halls.

IT Automation Modernization

FEMA is in the process of planning and executing major initiatives in IT automation modernization, streamlining the Agency’s information management systems. Currently, FEMA relies on a time-consuming, manual process to pull data about disaster efforts and funding, as well as other programmatic efforts. With the funding proposed in the FY 2013 budget, FEMA will build on the FY 2012 appropriations and work to modernize its IT systems and apply a comprehensive approach that integrates the preparedness, prevention, response, mitigation, and recovery missions when planning its activities. These improvements will allow the Agency to articulate metrics and outcomes more effectively and efficiently.

Facility Upgrades to Mt. Weather

Another important investment contained in this budget is for the Mt. Weather Emergency Operations Center (MWEOC). This facility provides the infrastructure necessary to support FEMA’s Continuity of Operations (COOP) activities, Incident Management, classified programs, and other all-hazards activities for multiple Federal Executive Branch Departments/Agencies. MWEOC currently is undergoing a significant infrastructure upgrade to provide modern facilities capable of supporting 21st century technology and today’s Federal Department and Agency requirements. In order to support this initiative, we propose a \$10 million increase in funding in FY 2013.

Modernizing the Emergency Alert System (EAS)

FEMA is also in the process of modernizing the nation’s Emergency Alert System (EAS). An important aspect of continuity planning is the technology used to communicate with the public.

The Integrated Public Alert and Warning System (IPAWS) program is a modernization and integration of the nation's EAS. IPAWS is designed to improve public safety through the rapid dissemination of emergency messages to as many people as possible over as many communications devices as possible. In November 2011, FEMA conducted the first-ever nationwide EAS test. This national EAS test assessed the capability of the system to communicate emergency information simultaneously across the United States. FEMA now has the information to determine the extent of the EAS successes and opportunities for improvement so that we can move forward to advance the system and its components.

In addition to modernizing the EAS, FEMA is developing two systems for individuals with enabled mobile devices to receive important emergency messages: the PLAN (Personal Localized Alerting Network), and the CMAS (Commercial Mobile Alerting System). These programs will use mobile technology to provide geographically targeted alert messages such as warnings on imminent threats, AMBER alerts, or emergency messages from the President. PLAN/CMAS leverages the extensive work done by the cellular industry and the DHS Science & Technology Directorate (S&T) to deliver these messages while avoiding the delays commonly found in text-message based systems. This new process is a critical capability, as was shown during the moments following the earthquake in this region last August when there were clear delays disseminating text message alerts to the public.

PLAN/CMAS became operational in New York City and Washington, D.C., during this past fall and winter, and we anticipate a nationwide operational capability beginning in April 2012. FEMA is working with the cellular industry and DHS S&T to conduct test and pilots of this capability over the next several months to ensure its success.

V. The *Whole Community* Approach: 2011 Accomplishments

As I have discussed before this Committee previously, it is important to recognize that FEMA's efforts are part of an interconnected plan of action for emergency management. This *Whole Community* approach to emergency management provides the best framework for leveraging the expertise and resources of our stakeholders at all levels, both governmental and non-governmental. Moreover, the *Whole Community* approach is an important efficiency and cost-saving tool since it maximizes our limited funding by leveraging the capabilities of our partners.

In this past year, we have continued to utilize the *Whole Community* approach to better fulfill our mission. During FY 2011, FEMA responded to 98 new presidential major disaster declarations, 26 new presidential emergency declarations, and 112 new fire emergency declarations. In all, the Agency's efforts provided needed assistance to 48 States, the District of Columbia, and one territory in responding to a variety of major disasters, including severe winter storms, devastating tornadoes and flooding, wildfires, Hurricane Irene, and Tropical Storm Lee. Some examples of FEMA working with the *Whole Community* before, during, and after disasters include:

- During the response to Hurricane Irene, Federal officials were embedded in State and local emergency management operation centers and assessment teams were pre-deployed to every state in the storm's path. As a result, leading up to the storm's landfall State and

local officials consistently reported no communication challenges—usually the #1 problem identified in past disaster response.

- In Missouri, FEMA Emergency Support Function #14 provided planning, organizational, and onsite event support for the Joplin Citizen Advisory Recovery Team's first Open House Workshop. Approximately 300 people attended the open house event, during which residents learned about the recovery planning process and had the opportunity to provide their input to the recovery process.
- In Georgia, FEMA and the Georgia Emergency Management Agency collaborated with the State's American Bar Association to provide free legal assistance to survivors.
- In Alabama, FEMA partnered with the Alabama Department of Mental Health to activate Project Rebound in the tornado-affected parts of Alabama to provide free crisis counseling for an extended time after the disaster.
- We connected big businesses to small business in the response and recovery efforts to the devastating Joplin Tornado. In response to the tornadoes across the South, we shared data on store locations, available resources, power restoration, and situational awareness with hundreds of private sector organizations.
- In multiple disasters, we coordinated for private sector support at the community level, working with our joint field offices to facilitate mobile phone charging stations, financial guidance, hygiene kits, billboard messaging, hotel information videos, philanthropic efforts, and more.
- On the preparedness side, we increased private sector participation in our National Level Exercise to an historic level of more than 3,000 participants. In support of National Preparedness Month, we also inspired significant gains in private sector coalition members, with more than 1,300 signed members.
- The DHS Center for Faith-based and Neighborhood Partnerships responded to presidentially declared disasters in several states. Working in partnership with FEMA Regional Voluntary Agency Liaisons (VALs), the DHS Center hosted "FEMA 101" sessions for local faith leaders in Alabama to inform them about the FEMA application process and encourage them to assist community members in applying for FEMA assistance. DHS Center supported faith-based and voluntary responses to the Joplin tornado by working with the Volunteer Reception Center established and run by AmeriCorps; the American Red Cross shelter; and Convoy of Hope and Southern Baptist Convention's Disaster Relief operation centers.

These are just a few of many examples of FEMA's efforts to partner effectively with the expertise and resources of our stakeholders at every level.

National Preparedness Goal and System

In 2011, FEMA became the Federal lead for the implementation of Presidential Policy Directive 8 (PPD-8) on National Preparedness. PPD-8 requires the development of both a *National Preparedness Goal* and a *National Preparedness System*. The *National Preparedness Goal* establishes core capabilities for prevention, protection, response, recovery, and mitigation that will serve as the basis for preparedness activities within FEMA, throughout the Federal Government, and at the State and local levels. The *National Preparedness System* enhances the *Whole Community* concept by formalizing engagement across all levels of government to

develop and strengthen a consistent preparedness process. Looking ahead, FEMA will continue to organize the implementation of the National Preparedness System in accordance with PPD-8. FEMA also will be working with partners across the emergency management community to integrate activities into a comprehensive campaign to build and sustain preparedness.

National Disaster Recovery Framework (NDRF)

In 2011, FEMA released the National Disaster Recovery Framework (NDRF). The NDRF—for the first time—clearly defines coordination structures, leadership roles and responsibilities, and guidance for Federal agencies, State and local governments, and other partners involved in disaster recovery planning and implementation. The NDRF reflects input gathered through extensive stakeholder discussions, which included outreach sessions conducted by FEMA and the Department of Housing and Urban Development in each of the 10 FEMA Regions, and forums held in five cities across the country. The final NDRF incorporates comments and recommendations from discussion roundtables held with professional associations, academic experts, and more than 600 stakeholders representing Federal, tribal, State, and local governments, as well as public and private organizations.

In September 2011, FEMA hosted the National Recovery Tabletop Exercise (Recovery TTX). This exercise involved players from the *Whole Community*, with more than 200 participants from Federal, State, local, and nongovernmental organizations. It was the first opportunity to explore the application of the NDRF using a National-Level Exercise large-scale, multi-state, multi-Region catastrophic earthquake scenario. The Recovery TTX was a great opportunity to outline further the scope of each Recovery Support Function (RSF), to identify the necessary linkages between RSFs, and to understand capacities to support the RSFs in all phases of recovery.

Individual Assistance (IA)

Over the past several years, FEMA has overhauled its recovery capability to provide individual assistance (IA) more quickly and efficiently. In 2005, FEMA had a daily capacity to perform 7,500 home inspections that were used to determine which FEMA repair and replacement grants a disaster survivor may be eligible to receive. Today, FEMA's capacity has increased to 20,000 home inspections daily by the 15th day of the disaster.

FEMA also has established Internet registration and applicant intake surge capacity to process up to 200,000 registrations per day during a catastrophic event. Moreover, since the identity of nearly all applicants is authenticated at registration, FEMA is able to strengthen controls against waste, fraud, and abuse. In 2011, web registrations accounted for one-third of all registrations.

In addition to a centralized website, FEMA's National Processing Service Centers have made significant improvements in customer service that have resulted in the ability to serve more customers quickly and efficiently. Through initiation of an Interactive Voice Response system, applicants can now check the status of their applications without agent intervention. This self-service option for disaster applicants also is provided through a comprehensive online capacity. As a result of these new automated options, in calendar year 2011, the Registration Intake and

Helpline achieved an average wait time of just 55 seconds and answered more than 1.7 million calls.

Mass Care

FEMA has improved the way it delivers mass care services by implementing the National Mass Care Strategy. This strategy provides a framework to strengthen and expand resources available to help shelter, feed, and provide other mass care services by pooling expertise and identifying partnership opportunities. The newly created National Mass Care Council was launched in June 2011 and is co-chaired by the American Red Cross, FEMA, and the National Voluntary Organizations Active in Disaster. FEMA is an important part of the emergency management team; however, we have learned that we cannot and should not do it alone. *Whole Community* is a team approach that not only engages our partners at every level, but allows us to maximize available resources by leveraging their assets and abilities.

Risk Mapping and Flood Insurance

This past fiscal year, FEMA initiated 385 Risk Mapping, Assessment, and Planning (Risk MAP) projects affecting 5,100 communities and addressed the highest priority engineering data needs, particularly coastal and levee areas. In addition, the National Flood Insurance Program (NFIP) reduced potential flood losses by an estimated \$1.7 billion and wrote more than 5.5 million flood insurance policies, providing financial protection for more than \$1.25 trillion in property value from flood loss. Moreover, the Unified Hazard Mitigation Assistance (UHMA) program provided up to \$252 million in flood grant funds, which prevented losses of approximately \$502 million. FEMA's mitigation efforts play an essential role in the Agency's mission by increasing the resiliency and reducing the financial impact of disasters.

National Level Exercise 2011 (NLE 11)

FEMA coordinated the National Level Exercise 2011 (NLE 11) in May 2011 and tested response capabilities to a simulated catastrophic earthquake along the New Madrid Seismic Zone (NMSZ).

The main priority for NLE 11 was to validate national, joint, regional, and State operations planning objectives and courses of action in response to an NMSZ earthquake. This exercise also served as an opportunity to test and evaluate the *Whole Community* response methodology to collaborate effectively within the NMSZ catastrophic incident management system. Through this exercise, we identified many strengths as well as some areas of improvement that can be applied to both NMSZ earthquake planning and to other catastrophic planning efforts.

VI. Conclusion

Over the past several years, FEMA has undergone a major overhaul to improve its existing programs and improve customer service to disaster survivors. The successes we have achieved would not have been possible without the resources provided to us by Congress and specifically

Members of this Committee. Still, we understand that we are competing for finite resources within a budgetary climate that requires us to make difficult program choices and to become even more efficient in our efforts.

The Administration's proposed budget reflects the appropriate balance of enabling FEMA to fulfill its mission while reducing spending in several areas and forcing program efficiency and innovative thinking. FEMA will continue to fulfill its most important mission to support our citizens and first responders to ensure that as a Nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Thank you again for the opportunity to appear before you today to discuss the proposed FEMA budget for FY 2013.

DISASTER RELIEF FUND

Mr. ADERHOLT. Thank you.

I will start out talking a little bit about the disaster relief fund. Your fiscal year 2013 budget includes, as has already been mentioned, \$6.1 billion for disasters including over \$3 billion for the cost of disasters that have already occurred such as the tornadoes that struck my home State of Alabama just this past April.

I was thinking back just a few minutes ago. Little did we know a year ago when you were before this Subcommittee that we would be in store for such a difficult year, not only for many Members on this Subcommittee but for many other Members as well, considering the devastation that occurred. So we actually saw each other a good bit after that hearing and talked on the phone many times.

But before we turn to the fiscal year 2013, are you sufficiently funded for fiscal year 2012 to complete the year, without implementing funding restrictions that limit funding to immediate needs?

Mr. FUGATE. Mr. Chairman, on the basis of what we know, and, again, the caveat will always be future disasters, on the basis of our planned recoveries of about \$1.2 billion and what we estimate will be expended in the previous disasters, we are still projecting to end the fiscal year on September 30th at approximately \$200 million.

Now, this again means that we have to still continue to be aggressive in recoveries and close out older disasters, which when I got here in 2009 was something that was impressed upon me: that we had a lot of open disasters, and we were not closing them out.

So since I have been there, we did about \$4.7 billion in recoveries from open disasters. We are projecting our budget at \$1.2 billion in recoveries this year from older disasters. Obviously if we can find more, we will do that.

The other thing we are doing is driving the cost of response. In many cases, we are finding that by using techniques such as not establishing physical presence but using virtual presence and working closer with the states, we are driving down the cost of the administration of the disaster.

And all these are pressures on the grant itself, so we look at and are holding ourselves accountable not only in the recoveries but also in reduction of the cost of administering the disasters and finding ways that we can perform the same level of performance with our state and local partners without the overhead that we may have incurred previously.

Mr. ADERHOLT. Also, included in the budget justification for fiscal year 2013 is an estimate for anticipated costs in the out-years for catastrophic events—which show that you anticipate no additional costs for any of the fiscal year 2011 disasters beyond the end of fiscal year 2013. Is that correct?

Mr. FUGATE. Yes, sir.

Mr. ADERHOLT. Will FEMA have fully funded the Stafford Act required recovery efforts in Alabama and Missouri due to the tornadoes, in the Midwest due to flooding, and the Northeast due to Hurricane Irene by the end of fiscal year 2013?

Mr. FUGATE. I would say, sir, we will work toward that. There are some based upon my experience and writing project worksheets. As soon as we have the projects and are obligated, I think that is the real milestone. The work will not necessarily have been done, but we have obligated the funds. We have the projects, and those are defined.

Where we may not make that mark is if we have issues about insurance and have to reconcile that when we get into certain environmental and historical reviews, which may take time to get those projects moving.

So when we look at the obligations occurring when we sign off and the state and the local sub-grantees sign off on the project worksheets as obligated funds, that may not mean the work has been done, but it means the funds have been obligated. But knowing that in some of the more technical, more complex projects, we may not be completely written because we are still working.

And, again, we have the appeals process when we disagree. So not knowing what may be appealed, our goal is to get these projects written as quickly as we can to begin the work.

So I would say that we would have the bulk of them done, but experience tells me there may be projects either because of the technicality of them or because we are in disagreement. Maybe appeals may not be getting written, but our goal would be to get those funds obligated so work can start back.

As you know, I put an emphasis on speed because I feel that the quicker we get construction back, the better communities are. The faster we get communities back on their feet reduces our overall costs and recovery.

So my goal is to get them written, but there are sometimes those outliers that will take longer to get done.

DEBRIS REMOVAL: COST

Mr. ADERHOLT. Moving on to debris removal costs, as you know, part of the cost of responding to disasters is the cost of cleaning up the debris. FEMA provides two methods of cleanup, as you are well aware. Communities can select the Corps of Engineer process of selecting a contractor, or a local authority can bid out the process to local and regional contractors.

Recently there has been concerns regarding the cost of using the Corps when compared to other private options.

We included in the fiscal year 2012 conference report directions that a report be submitted that requires FEMA in conjunction with the Corps of Engineers to explain the disparity and the cost factors between the Corps and the private option communities have for debris removal.

I just wanted to check—what is the status of that report?

Mr. FUGATE. It is in process, sir. We are working on that. I will tell you what my personal observations are.

When we have jurisdictions that have the capability to do the debris, they have their contracts, and particularly if they follow the steps required, it is generally faster and lower cost.

Where the Corps provides a significant advantage, though, is in those communities that do not have that capability or that have not had those contractors, or when the event is bigger than their

capabilities to provide the management and bring in resources across the Nation.

So as this report comes up, I think you are going to see that, in many cases, we would support local jurisdictions that have that capability to manage debris because it is more cost effective. We actually get local hires, and we put money back in the economy. It is faster.

But we also recognize there are going to be those events where the Corps still provides a service when it exceeds that capability or that was not in place prior to the disaster.

Mr. ADERHOLT. Thank you. My time is expired.

Mr. Price.

URBAN SECURITY AREA AND STATE HOMELAND SECURITY GRANTS

Mr. PRICE. Thank you, Mr. Chairman.

Administrator, I want to focus on the new national preparedness grants proposal. Let me lay out just a few questions that I hope in the course of walking us through this proposal you can address.

A feature of your budget is the streamlining of these 16 separate preparedness grant programs into this new single newly titled National Preparedness Grant Program. This excludes the emergency management performance grants and the firefighter grants but not much else. I mean, you have 16 programs consolidated here.

You also lay down a couple of criteria which will govern your grant making. One is the utilization of a competitive risk-based model for making funding decisions. You are also requiring grantees to develop and sustain core capabilities and those criteria just on the face of it raise certain issues, I think, because you are consolidating programs here that have had somewhat different rationales and certainly different criteria for funding decisions. The two largest are the State Homeland Security Grant Program and the Urban Area Security Initiative. These are two very different programs. One is intended to build core capacity across the country. The other is intended to protect the most at-risk areas of the country.

So I wonder if you could indicate up front your estimate of how much money will go towards those two basic programs and then how are some of the current guidelines likely to apply. Are you going to still provide, as the 9/11 Act requires, a minimum level of funding to each State? Are you going to follow the current guidelines? How is that going to work? And then after you have allocated funds for these minimums, what is your next priority? I presume it is increasing capabilities in high-risk areas. But how do these two objectives coexist?

And then finally when we are looking at some of the other programs, how are you going to graft on to this the use of a competitive risk-based model that has applied to programs like the transit and port grants? For example, how would FEMA compare a port project to a transit project in a major urban area? What criteria would you use to evaluate across these areas which previously would have been considered separately with a very targeted purpose?

Mr. FUGATE. And probably the shortest answer is to caveat that, because there were a lot of questions there, we will respond in

writing in more detail than I think I could probably cover in the time allotted.
[The information follows:]

Mr. Price: Let me lay out just a few questions that I hope in the course of walking us through this you can address. A feature of your budget is the streamlining of these 16 separate preparedness grant programs and to this new single newly titled National Preparedness Grant Program. This excludes the emergency management performance grants and the firefighter grants but not much else. I mean, you have 16 programs consolidated here.

You also lay down a couple criteria which will govern your grant making. One is the utilization of a competitive risk-based model for making funding decisions. You are also requiring grantees to develop and sustain core capabilities and those criteria just on the face of it raise certain issues, I think, because you are consolidating programs here that have had somewhat different rationales and certainly different criteria for funding decisions.

The two largest are the State Homeland Security Grant program and the Urban Area Security Initiative. These are two very different programs. One is intended to build core capacity across the country; the other is intended to protect the most at-risk areas of the country.

- a. So I wonder if you could indicate upfront your estimate of how much money will go toward those two basic programs.
- b. And then how are some of the current guidelines likely to apply when you're providing – you are going to still provide, as the 9/11 Act requires, you are still going to provide a minimum level of funding to each state. Are you going to follow the current guidelines? How is that going to work?
- c. And then after you've allocated funds for these minimums, what is your next priority? I presume it is increasing capabilities in high- risk areas. But how do these two objectives co-exist?
- d. And then finally when you're looking at some of the other programs, how are you going to graft on to this the use of a competitive risk-based model that has applied to programs like the transit and port grants? For example, how would FEMA compare a port project to a transit project in a major urban area?
- e. What criteria would we use to evaluate across these areas which previously would've been considered separately with a very targeted purpose?

Response: As a follow-up to the hearing on March 7, below you will find responses to your questions regarding the FY 2013 National Preparedness Grant Program (NPGP). Please know that while a vision for NPGP was released in early February 2012, much of the details involving the mechanics of NPGP were left intentionally vague so that FEMA could work with you, your staff, the committees, and all other Federal, State, and local stakeholders in order to shape the future of this program.

Question A - So I wonder if you could indicate upfront your estimate of how much money will go toward those two basic programs?

Response: As envisioned, the FY 2013 National Preparedness Grant Program (NPGP) will not allocate funding to individual grant programs such as the State Homeland Security Program

(SHSP) and the Urban Areas Security Initiative (UASI). DHS/FEMA believes that it is important to have one grant program that will be coordinated across this entire State or territory. This coordination will assist States and territories to build truly regional and national preparedness programs that will promote overall national preparedness. State Administrative Agencies (SAAs) will provide one consolidated application to DHS/FEMA which will include investment justifications for funding under the program areas of building and sustaining core capabilities, enhancing terrorism protection and prevention capabilities, and protection of critical infrastructure and key resources.

Question B - And then how are some of the current guidelines likely to apply when you're providing – you are going to still provide, as the 9/11 Act requires, you are still going to provide a minimum level of funding to each state. Are you going to follow the current guidelines? How is that going to work?

Response: Yes, to the extent required, DHS/FEMA will follow all 9/11 Act requirements, including the requirement to distribute a minimum amount of funding for all States and territories to address sustainment of core capabilities.

Question C - And then after you've allocated funds for these minimums, what is your next priority? I presume it is increasing capabilities in high- risk areas. But how do these two objectives co-exist?

Response: Due to the known and persistent threats to cities, a top priority will continue to be providing funding to high-risk urban areas. Similar to previous years, DHS/FEMA will review the current risk elements via a comprehensive risk methodology to determine funding levels and eligibility for high-risk urban areas.

Question D - And then finally when you're looking at some of the other programs, how are you going to graft on to this the use of a competitive risk-based model that has applied to programs like the transit and port grants? For example, how would FEMA compare a port project to a transit project in a major urban area?

Response: In FY 2012, both the Transit Security Grant Program (TSGP) and the Port Security Grant Program (PSGP) are fully competitive using a comprehensive risk methodology, as well as a review of their investment justifications. Transit agencies and port areas will be eligible to apply under the FY 2013 NPGP. FEMA is evaluating a process to integrate risk analysis into a holistic review, which will inform all funding decisions into NPGP. Part of the coordination that will be required via FY 2013 NPGP is coordination between the State and other important homeland security partners such as transit agencies and port areas.

Question E - What criteria would we use to evaluate across these areas which previously would've been considered separately with a very targeted purpose?

Response: DHS/FEMA will continue to evaluate programs and funding levels using a comprehensive risk formula that takes into account current threats, vulnerabilities, and consequence factors. Some examples of the criteria DHS/FEMA uses in its risk formulas include: Population, Economic Indicators, critical national infrastructure and key resources, military facilities and defense industrial base, presence of international borders, and Threat.

Mr. PRICE. That is right. But at the same time, we have a process underway this year. You can perhaps answer on the basis of the extent to which that pattern would continue.

Mr. FUGATE. Yes, sir. Let's talk about the urban area security and the State Homeland Security grants. Other than how they are being identified and designated, the activities are not that different as to what is eligible.

And, again, what we found was in looking at requests and consolidating down, we are not looking to say that we are not going to fund urban area security. But in funding urban area security and State Homeland Security, are we getting the synergy, and are the investments matching up to what the overall needs are?

And also recognizing that in 16 areas of these different funds, which we are putting into one grant with the eligibility, the question that we are trying to get to is, when we look at jurisdiction by jurisdiction, program by program, what are the overlaps?

And if you actually start breaking it down, what are the things you are actually doing? People like to start with the money, but I asked, "What are you actually doing with it? Are we building urban search and rescue teams? Are we enhancing bomb squads? Are we building fusion centers and maintaining those?"

You find that this money is actually coming back into a lot of these areas from different pots of money to achieve that.

So we asked, "Would it make more sense to put those grants together with those criteria and then administer that as a single grant versus what we find a lot of times, which is local and states are actually taking different pots of monies to build capability because they can take money from here and here?"

So as we started that process, it came back to us looking jurisdiction by jurisdiction, literally at a transit grant, a port grant, an urban security area, a state, a metropolitan medical response team, a citizen core grant.

And we asked, "If we are looking at national preparedness and we identify gaps, how do we get funds to address those if we are so bifurcated in how we are identifying how the money is being spent in different programs, which again oftentimes local jurisdictions, state jurisdictions are hopefully working together already to address these issues?"

So as we look at fiscal year 2012, we are still funding the State Homeland Security grants and the urban security grants, and are doing competitive grants for transit and port, which is being addressed with our partners at Coast Guard and TSA [Transportation Security Administration] for prioritization on those grants.

And as we look at combining those grants, we would see a similar process within the overall grant structure but would identify in that grant application process the priorities for the urban areas and the priorities for those things as a national priority, but we would not necessarily put them into separate pots of money or identify separate funding streams and give more flexibility to the states and their partners to address how they would fund that within those jurisdictions.

Mr. PRICE. Thank you. I will pick this up on the next round.

Mr. ADERHOLT. Thank you.

We will now recognize the chairman of the full committee, Mr. Rogers.

Mr. ROGERS. Can you hear me okay?

Mr. ADERHOLT. Yes, sir.

MAJOR DISASTER DECLARATIONS

Mr. ROGERS. Mr. Chairman, thank you for giving me this time. I apologize for being late, but I had another testimony to give at another committee.

But I wanted to be here to plead for a firm commitment from the Administrator to help my district and my State given our most recent and terrifying few days last weekend.

As you well know, Kentucky was devastated by very crippling storms last weekend, hurricane force winds, flooding, multiple tornadoes including one which left a 90-mile trail of destruction in Kentucky and West Virginia. Really rare for the hills and mountains to have a tornado at all, but certainly at this time of year have left many communities in my region completely ravaged.

The towns of West Liberty and East Burnside have simply been destroyed, every building destroyed. Martin County, Laurel County, Lawrence County, Morgan County, and other counties still counting damages all over my district, but there are other counties around the State outside of my district also.

Massive loss of life and injury, some families have lost everything, cars, homes, possessions, pictures, family bibles gone. And then on top of that, a two-inch snow. My people are really hurting.

And as you can see from the photographs that I think we provided, homes have been demolished, businesses torn apart, families displaced across the countryside with no communication.

The governor said it looked like a bomb went off. I agree with him.

While the response of Kentucky Emergency Management and the Kentucky National Guard and Red Cross, firefighters, police groups, church groups, countless volunteers from all over the country have been both timely and valued, the damage brought by these storms far exceeds the capacity of our local government and state emergency response teams to address.

In fact, in West Liberty, the courthouse and the seat of the government was practically destroyed.

We are trying. I have heard countless of reports of volunteers from all over coordinated and alone driving hours to help cut trees, remove debris, deliver water, take in a homeless family or the like. Work is now being done still on the ground.

I want to thank you at the outset here by saying that the FEMA personnel were there immediately and helping coordinate efforts all along even before a request from the governor or a declaration.

The numbers are staggering. Twenty-three people lost their lives including 18 in just my district. And it is not over yet probably. Two hundred and 22 are in the hospital with injuries. Forty-eight counties were affected by the storms. Twenty-nine have been declared disaster areas by the governor. Fifteen hundred are still without power, 260 without any water service.

Almost 400 guardsmen have been deployed to secure the areas hardest hit and to clear routes for emergency responders.

As I said, in West Liberty, nearly every building in this county seat has been destroyed or damaged including the courthouse and City Hall.

There is no police department at City Hall. There will be a set of trailers for the foreseeable future. And while my people are resilient, and they are, they are clearly in need and are overwhelmed.

On Monday, as you know, I requested the President to approve a request by our governor for a federal emergency declaration. It seems that FEMA is working diligently to evaluate the info at its disposal. And the President made a disaster declaration last night, thank goodness, to provide individual assistance to seven counties around the region. And I want to thank you for that.

However, there are a number of counties, notably Magoffin and Martin, which remain in dire need of both individual assistance and public assistance because the devastation has torn up the roads, schools, courthouses beyond recognition.

Can you, Mr. Director, give us any indication on when a decision might be made about the remaining counties designated by the governor?

Mr. FUGATE. Yes, sir, Chairman Rogers. As soon as the President declared—and I have done this in several states and it bears explaining—rather than waiting until we had all the information, as soon as we saw that we had sufficient damages that would recommend in the counties we were in, we were able to get that to the President.

The federal coordinating officer who was appointed by the President will be able to add counties for individual assistance without that going back to the President.

So as soon as we can say there is damages warranting it, the federal coordinating officer working with the state coordinating officer will be able to start adding those counties. And we expect that to be a rapid process of not weeks but literally within a day or so as we get the information supported.

But we also made a conscious decision with the local officials that our priority would be to get the individual assistance turned on first, and then we will do a count for public assistance because many of those individuals are still responding, as you pointed out.

So trying to go back and find out about insurance and get the cost really for that, we are working with the State on getting back in there to do public assistance. And as soon as we have those numbers, we will process that request as well.

But we put a premium on the individuals because we know right now there is going to be an issue about housing and their immediate needs.

Because we are working closely with the State—and this is the good news story, as you pointed out, and I think this goes back to some of the investment strategies and Homeland Security dollars—there is a lot more capabilities at the state and local level than we have had before.

Friday afternoon I was sitting literally in the FEMA's watch as the tornadoes were hitting, and we knew what was going on as far as the initial impacts. And we were in contact with states and going we are standing by. If you need it, ask for it.

And, again, it pointed out the resiliency that states do have these days that they did not have in the past. They made it very clear and said, "You know, we got what we need. We are going to need you for recovery, but we do not have any direct federal assistance for the response." And that was a testament to the local officials, to the volunteers, to the national guard.

So we focused on the individual assistance. The federal coordinating officer now will add on those counties where we have damages based upon the request of the State. And as we get the public assistance done, we will process that. We will work quickly so we can identify that.

And, Mr. Chairman, that may also be where we will turn on some counties. We may still have counties we are still counting in, but we have already seen the State's threshold. But rather than wait until they are all done, we will turn on what we have and we will keep counting until we get all the damages identified.

Mr. ROGERS. Good. Good. Well, I cannot say anything but praise so far on the effort that FEMA has done. It is an extremely difficult situation because there is no communications. The storms took out the towers for communications, telephones and the internet. And so it is difficult to even contact the county executive or the mayors.

And besides that, the roads are so clobbered with trees and limbs and damage, it has been a remarkable thing that we have come this far this quick. But it a devastating time.

And I really appreciate your commitment and your rapid decision making because that is all important given the time of year it is down there and wintertime.

With devastation as widespread as it is and the human factor is altogether important here, these people are hurting severely. And I appreciate the rapid response that FEMA has devoted to this. And I look forward to working with you further as we go on down the pike.

Mr. FUGATE. Yes, sir.

Mr. ROGERS. Thank you, Mr. Chairman.

Mr. ADERHOLT. Thank you.

Ms. Lowey.

NUCLEAR POWER PLANT ACCIDENTS: CLEANUP/EVACUATION

Mrs. LOWEY. Thank you.

And I, too, want to join my colleagues, Administrator Fugate, in thanking you for your service and your important contributions.

Before I get on to another topic, I must tell you you were talking about the block grant with a continuing focus on UASI does not make any sense to me at all. And I am very concerned that efforts such as including UASI under a larger block grant could result in a decrease in federal funds while the risk of terror events still remains high.

And I do not understand. And maybe we can have a continuing discussion at another time how UASI which is supposed to go to the areas most at risk can be protected. There are other funds for other areas. Everybody needs it. But putting it all in a block grant sends a message to me cut and decrease the emphasis.

So let me turn to Indian Point. I am also troubled by reports that the Environmental Protection Agency, the Nuclear Regulatory

Commission, and the Federal Emergency Management Agency have engaged in ongoing discussions to determine which agency and with what funds would be responsible for a large-scale event at a nuclear power plant.

I have to tell you that sounds like a cartoon which is just too serious to be real. While things are going on and everything exploding, all these agencies are still deciding about who is in charge.

As you may know, the Indian Point Energy Center is a nearly 40-year-old nuclear reactor located within 30 miles of Times Square. Evacuating 17 million people within 50 miles is impossible. The government's response to a possible event at Indian Point should be planned, practiced, and ready for implementation.

So who would be responsible for a large-scale evacuation? I hope, God forbid it ever happens, you are still not debating it. And are discussions over the best practices for a federal response to a nuclear cleanup being discussed between FEMA and other government agencies?

Mr. FUGATE. Yes, ma'am. The evacuation would be state and local supported by the Federal Government. That is the direction of the nuclear regs that the local and state officials have the authority to order their evacuations, and we would support that.

The discussions we are having—

Mrs. LOWEY. So wait a minute. The reports that the EPA, Nuclear Regulatory Commission, and the Federal Emergency Management Agency are incorrect that they are talking about who would be responsible?

Mr. FUGATE. I have not seen those reports.

Mrs. LOWEY. Okay.

Mr. FUGATE. The discussions that I have been involved in, and we have done this as some exercises with the national security staff, looking at some of the issues in a post event of what would happen to materials to be cleaned up and the fact that there are different standards out there for what would determine what was permanently cleaned up—you have regulations from EPA [U.S. Environmental Protection Agency] for Super Fund sites, and you have protective criteria that was issued for evacuation decisions. We were working on what would be the level of cleanup required before people could resume normal and permanent activities.

We were also looking at what levels would be set for those that may have to go back and work in critical facilities if a cleanup had not been completed.

We had in the exercise determined that because different programs had different standards for cleanup, we wanted to have a consistent approach in a post event and for deciding what would be determined as cleaned up versus what the evacuation criteria was.

There is also an undergoing review by the Nuclear Regulatory Commission based upon the reviews of what happened in Japan, but also facilities here, to look at what additional actions and protective measures may be required.

But not having seen the reports, I do know that those were discussions we have engaged in to make sure that criteria such as Super Fund were also applied in nuclear power plant accidents in a cleanup phase and how we would apply that uniformly so we

would not have different standards, one for evacuation and one for cleanup, which may be confusing or lead to issues in trying to make decisions about reentry.

Mrs. LOWEY. Well, I thank you for that thoughtful response. I hope we do not have to face that decision.

But how long is this evaluation and decision making process going on?

Mr. FUGATE. Well, this was actually an event prior to what happened in Japan and where we picked the criteria that we were going to use uniformly across the agencies, and that actually, I think, is pretty close to going through the concurrent process on which all the agencies are signing off.

NUCLEAR REGULATORY COMMISSION

I would have to defer to the NRC about where they are at in their review process. That is an ongoing process that they have instituted after the events there to look at other threats that we face from nuclear power plants.

Our role at FEMA as part of that is the area outside of the power plant working with state and local governments on protective measures, evacuations, and exercise programs based upon the criteria that are developed by the Nuclear Regulatory Commission.

Mrs. LOWEY. Well, let me just follow up with two other quick—oh, is my time up? Sorry.

Mr. ADERHOLT. We will go back around.

Mrs. LOWEY. Okay.

Mr. ADERHOLT. Mr. Latham.

PRE-DISASTER MITIGATION PROGRAM

Mr. LATHAM. Thank you very much, Mr. Chairman.

And welcome, Mr. Administrator. Thank you for what you do for a lot of people who have been experiencing real disasters out there, one of which was last summer, as you are keenly aware.

The Missouri River flooding in Iowa for months and months—people were subjected to that. We usually think of a flood as a one-time event, but this went on and on for months, as we all know. Folks in Iowa are very concerned about your proposal to eliminate the Pre-Disaster Mitigation Program.

Your statement notes that the most costly and frequent natural disaster is flooding and that you are going to maximize the use of your flood grant portfolio to assist in managing risks.

Could you clarify or translate this into a statement in a way that tells the residents of my flood-stricken state and its responders and local officials what this actually means, the risk managing initiative? How is this going to unfold? What does it mean to them?

Mr. FUGATE. Well, we still have programs in the Flood Insurance Program such as the Buy-Out Program for repetitive loss properties, which is one of the things that is oftentimes used to address residential issues after repeated flooding. It is oftentimes better to buy out rather than repair.

And so we also have in that program the ability to fund for elevation as well as continuing with the mapping and updates there.

So those specific pieces to that are actually targeted toward homeowners and either mitigation of the risks by buying out or, in the case of floods, elevating.

In addition, for those who were impacted by the floods, the State has under the Stafford Act additional funds, not just the funds they are using for repair, but under Section 404, they get additional mitigation dollars to look at these types of risks in the State as well.

The decision to cut pre-disaster mitigation was not an easy decision, but it was also reflected across all of our programs in looking at where we had other programs that are addressing similar issues.

The fact that we still have about \$174 million in backlogged projects to be spent, and, again, everybody wants to protect their part of the budget, my responsibility was to provide recommendations on what we could do with our budget to achieve the goals we had.

And we looked at pre-disaster mitigation. It is a good program, but at the cost, can we continue to afford that and look at priority funding for other programs?

Mr. LATHAM. It seems to me that pre-disaster mitigation is cheaper than paying the damages afterwards.

There is a school of thought among a lot of very knowledgeable disaster management officials that says that the Pre-Disaster Mitigation Program is on the chopping block because it has been ineffectively administered and that there is a lot of money left lying around, not because of a lack of good projects, but rather the process was very cumbersome, oftentimes misguided and that limited the projects that were available.

I do know you would not say to those people that it is a more of a management problem than it is a program problem.

Mr. FUGATE. Again, no cut is easy.

Mr. LATHAM. Have you ever heard those complaints before?

Mr. FUGATE. I have heard a lot of concerns about pre-disaster mitigation, how the funds are allocated, the difficulties oftentimes in administering the program. And if that was the only reason, then I would not have supported that.

We looked across the programs and said we are going to have to make cuts. Do we cut everything a percentage or do we take whole programs and cut them and keep other things funded at the level they need to operate?

We looked at what we do in our other programs, in pre-disaster mitigation with flood and the Flood Insurance Program. We looked at the remaining balances in the Pre-Disaster Mitigation Program.

We also looked at the amount of money out there in Section 404 and said of all the areas, not saying that mitigation is not important nor that the investment strategy of pre-disaster mitigation is not also important, it was an area where we had other programs doing similar work.

And so we made the decision that this would be a program, versus cutting a lot of different things, we would zero out. It is not a popular decision. It is not one that I necessarily would like to say was something I want to do.

It is something that on the basis of being pragmatic about my budget and making investment decisions, do we cut everything a certain percentage or do we make decisions about programs to eliminate where other programs provide some if not all of the capabilities that we are looking at in support of the overall programs?

Mr. LATHAM. Is there any way to determine what you save avoiding a future disaster? Any kind of cost-benefit analysis?

Mr. FUGATE. I have heard people use \$4 to \$7 for every dollar invested, but that means it gets hit. The problem is there is not enough money and would never be enough money in pre-disaster mitigation to actually significantly reduce the Nation's risk.

You have got a better chance of getting states to adopt building codes and enforce them. That would really save money versus a project-by-project strategy that for that project does good, but nationally you are not moving the needle. You cannot mitigate building by building. You have to look more systemically.

This program, I think, did a lot to get people interested in mitigation. It got a lot of people to look at things they could do in their communities for disasters. But when you look at what we are funding, very good intentions.

What is the bottom line? Unless that structure is hit, you are not going to see the savings. We are not spending and not doing enough projects for all those projects to add up. You may get one or two here.

You want to make big changes? We need to look at how do we reduce the risk not through paying for it but by building better and appropriately so that we reduce those costs on the front end.

Mr. LATHAM. Thank you, Mr. Chairman.

Mr. ADERHOLT. Ms. Roybal-Allard.

WORKING WITH STATE AND LOCAL GOVERNMENTS, OTHERS

Ms. ROYBAL-ALLARD. Mr. Fugate, first of all, let me begin by complimenting you on your leadership in establishing a new partnership with the Hispanic Association of Colleges and Universities to develop course work for Latino students to promote educational opportunities with FEMA in the field of emergency management. I think you are setting a very, very positive example.

Recognizing the budget constraints and everything that you said in response to some of the other questions, I want to raise my concerns about the National Security Grant Program, particularly as it pertains to the ports.

Already ports, security funding is down by 57 percent in this current fiscal year. And without a dedicated stream, as has been stated, they would have to compete for funding with transit system for these states and there is a possibility that they would not get the attention that they need.

And study after study has shown that any kind of a terror attack on the ports would be disastrous not only to Los Angeles but to the entire country.

For example, a study called Risk Analysis that was done in 2007 says that even if the harbor, referring to LA Long Beach, were closed for only 15 days, the authors concluded that cost to the port would spiral to \$150 million while the wider economic consequences would be in the billions.

So this is something, an area that we may not want to leave to chance and to state and local governments. Having served in local government, there is belief and it could be argued that maritime security is really a federal issue, not a local or state issue, and the focus has always been from the perspective of state government is to deal with state and local jurisdictions.

So there is also the concern that state governments lack the personnel and the expertise to evaluate maritime risk or determine how ports should be prioritized against other Homeland Security priorities.

So in the event, giving a worst case scenario, that it plays and that ports do not receive the attention that they need through these grants, do not get that money, given the importance of securing the ports, what would be the backup plan to make sure that they are protected against a terrorist attack?

Mr. FUGATE. Well, I will make myself real popular with a lot of folks when I say this. You know, I keep hearing that we cannot trust state and local governments and ports and transit to work as a team. Yet, in a disaster, that is exactly what is going to have to happen.

But we cannot trust them to work as a team to come up with funding strategies. I can assure you that Secretary Napolitano is going to make ports a key part of this funding. It is part of our global strategy on trade.

And coming from the State of Florida, we looked at the ports as one of our most key transportation assets. The question is, if we allocate the money on the basis of each one of these groups, are we building national preparedness or are we doing things in a singular fashion that do not add up to national preparedness?

And, again, I have seen a lot of arguments back and forth. I have seen a lot of money spent. I am not sure the investment strategies always led to national preparedness, and I am not so sure that it is always going toward those things that we are saying it is going to.

Now, I am not going to single out and say this is in one particular area, but quite honestly you saw the articles and I have to deal with it. We are buying ice machines, all right, in these programs. Is that a national investment strategy?

So my question is: If we do not trust States and local governments and ports and transit and citizen corps and everybody else to work together, yet in a disaster that failure will be exploited by the terrorists, if giving the funding out individually is what has to happen because we cannot work together, then I am kind of concerned that if we do work in a more leveraged, central fashion by bringing people together to work these together, are we really building national preparedness or have we merely funded a grant program specific to that concern?

But, again, it is troubling to me, and I understand the pressures from everybody looking as though they do not trust each other. You just said it. They do not trust local officials. They do not trust the state to make it a priority.

Yet, in a disaster as a Nation and a catastrophic event, if we are all getting our grants separately, we are all planning separately, and we are all writing our program separately, yet we are all de-

pendent upon each other to be successful, can we drive that through a grant process to make people work as a team and make those prioritizations?

But I have been on the other side, and I know the power arguments. I know people are looking to protect their interests, and I am not saying that there may not be a better way.

But I am very concerned when the first thing that comes out is we may not be a priority with the State. We may not get the attention we need. We may not be able to do what we were doing if the funding goes together because we may not be able to articulate, compete, or get the issue across.

Yet, if that disaster occurs and that port is damaged, who is going to respond? All the folks who got the separate pots of money and were planning separately, trying to build a national capability. So I understand the concerns.

And, Ranking Member Price, I know that, you know, this is not something that goes over well, but you guys pay me, the public pays me to tell you what I think, not what people want to hear. And I have looked at this and looked at this and been on the bottom of the beginning of this process.

And I keep coming back to we do not trust each other, so we have got to have our own separate pots of money. We cannot depend upon us to prioritize in a way that says these are the investment strategies of the Nation. And we have to have the separate money, yet in a disaster, we expect all this will come together magically and we will work well as a Nation.

Mr. CARTER. Mr. Chairman.

Mr. ADERHOLT. Mr. Carter.

CENTERS OF EXCELLENCE

Mr. CARTER. Thank you, Mr. Chairman.

And, Mr. Administrator, welcome. A lot of things you have to say about hard decisions are things that I agree with. I have a question that I am trying to figure out the answer.

The DHS budget seeks to fundamentally reform FEMA grant structure. I strongly support competition in procurement process. And the direction you take in the training grant programs concern me in that it negates the significant investment Congress has already made in international domestic preparedness consortium.

It seems to me this new direction would create duplicative programs rather than bolstering the existing programs. I have been told that the current backlog in first responder training through the existing program is over 20,000.

How does this newly proposed structure for training partnership grants and your request for \$60 million to seek to add this backlog and how does it better meet the demands of our first responders?

And in considering, in awarding the funds to this new program, participants will have to go through curriculum approval as well as undergo significant costs and time investments in which to stand up the new program. Won't this create a lag in the available training opportunities that we have in place at this time?

Mr. FUGATE. I will ask staff to give you the full report in writing because a lot of your questions get technical, but here is the philosophical question.

How many Homeland Security institutes can we afford and are the programs they are offering, again going back to national preparedness, those that we need and are they interchangeable with other programs?

And so part of this was coming back and going we fund a lot of centers of excellence. There are so many centers of excellence out there that I am not sure what excellence is anymore.

And I am not berating anybody. I am just saying how do we make sure that we are investing in institutions providing necessary training in a way that we get the return on the investment. It is based upon what we see as a Nation we need, and that we have the ability to measure what each one of these institutions does compared to other ones.

So this was our attempt to come back and go we recognize Congress's authority to specifically say these are things we want to do. We came back and said there has been a lot of growth here. How do we sustain it, make it more competitive, and put more emphasis on it providing what we have identified across the enterprise as the training we need for the various disciplines?

Mr. CARTER. I get your argument.

Mr. FUGATE. So that is the thing. I know the details, sir, and that is what I want to respond in writing.

[The information follows:]

Response: Currently, National Domestic Preparedness Consortium (NDPC) grants and Continuing Training Grants are being used to train and educate first responders and homeland security officials to prevent, protect, mitigate, respond and recover from disasters. These grants are awarded by FEMA's National Training and Education Division. As part of the Department's ongoing effort to streamline grants and maximize the effectiveness of the available grant dollars, NDPC grants and Continuing Training Grants are being replaced by Training Partnership Grants. These grants will continue to be used to train and educate first responders and homeland security officials. However, under the proposed Training Partnership Grants, funding will be awarded competitively to entities (e.g., State, local, tribal, and territorial governments; universities and higher education institutions; and non-profits) that have demonstrable expertise and can develop/deliver training and education curriculum relevant to the core capabilities in the National Preparedness Goal. Other grant recipients (including former recipients under the NDPC grants and Continuing Training Grants) will be able to compete for the Training Partnership Grants. Facility-based training and education centers will be awarded multi-year grants in order to ensure year-to-year stability in the delivery of training and education. As a condition of the award, the grantee will develop or offer a training program that is self-sustaining in the outyears. This means that the grant funding received will address program start-up costs and curriculum development in year one, while over time recurring training costs will be reimbursed via training attendees (i.e., Federal, State, local jurisdictions will utilize their respective program or grant funding to attend the training).

By incorporating competition and cost reimbursement into the training programs in FY 2013, FEMA hopes to encourage greater efficiencies as well as new ideas and innovation. FEMA recognizes there are hundreds of institutions ready, willing and able to provide education opportunities to homeland security and emergency management officials.

Mr. CARTER. But as you make that evaluation, more importantly the question would have to be is somebody making the evaluations of how these centers are meeting the criteria?

And if I understand this program, the \$60 million is to allow others to create new centers of excellence, if you want to call it that way, and how do you cull out the bad ones when you are creating the good ones and how do you know the new guys that are seeking

these grants are going to do better than the people that are failing in their mission if they are failing?

I certainly have one of the centers in my State and I will put it up against anything. We were doing it before FEMA came there and we are doing it since. And I feel very confident that the center that we have at Texas A&M University is meeting their criteria and then some.

And I would like that evaluation to be looked at and why are we spending other money to create new places until we evaluated the old places.

Mr. FUGATE. I think the aggies are going to do well. One of the things the aggies did for us is they have been a leader in our Storm Shelter Program, the engineering and design of that. So I think that there are those programs that are of such prestige and are established programs that this is not going to be as dramatic as they think.

But we do need to look at if we are targeting the right types of training we need based upon what the skill sets are. I will give you an example.

There are a lot of folks my age in my profession who are going to be leaving these professions soon. Do we have the new capability to train all the new folks coming up? I mean, think about all the training we have done in the last 10 years. And we are going to have to make sure that we have the institutions, the higher level, and also the disciplines to continue to train that.

So this is not an attempt to take those facilities and institutions that have done a great job, but it is really to kind of come back and go, "Are we identifying what the priorities are, are we investing in the training and the types of training, are we identifying needs for training?"

Look at cyber security. So we know there may be areas where we need to develop new centers, but we also have to make sure what we have been investing in is giving us that return and it is looking at what those needs are as the next generations come up. We look at our national preparedness goals and say, "Hey, we are doing pretty good in this area, but we still have lots of needs in these areas. Are we getting that funding and the right institutions engaged?"

Mr. CARTER. And I agree with that concept.

Thank you, Mr. Chairman. I think my time is up.

Mr. ADERHOLT. Thank you.

Mr. Dent.

NATIONAL PREPAREDNESS SYSTEM

Mr. DENT. Thank you, Mr. Chairman.

Mr. Fugate, great to be with you today. In November, FEMA submitted the national preparedness system—

Mr. ADERHOLT. Mr. Dent, could you turn your mike on?

Mr. DENT. Let me move over here. Yeah. As I mentioned, in November, FEMA submitted the national preparedness system description to the President as required by presidential policy directive 8.

And in it, you describe the various components and how the—and quote, the various components, quote, and how they interact

to build, sustain, and deliver core capabilities in order to achieve the national preparedness goal, close quote.

The report describes how these components help us understand risk and inform our current and future budget year planning and decisions and inform resource allocation plans and aid in understanding the progress of the Nation.

Some of these components already exist, as I understand it, and some will have to be developed. What are some of the existing programs that will be incorporated in the national preparedness system and what gaps do you see out there?

Mr. FUGATE. Well, the most significant one, which was a requirement Congress has, is to develop a recovery framework for catastrophic disasters. As part of that, we had prepared and we are rolling out the national recovery framework, which, with the evolution of the presidential directive to develop these frameworks, we were able to take and actually move it in and roll it out as one of the first frameworks.

We also have the national response framework, which is undergoing review and updating. And then we have preparedness mitigation prevention frameworks to build as part of that.

So we have been working very hard through both our inter-agency but also our partners. In fact, we just placed on our Website several of these documents for review by our partners and to provide us comments that we can adjudicate.

So we are on target to meet those goals that the President has laid out for us including the national preparedness report, which is concurrent, which is another product that I owe Congress that will be coming forward.

So these are moving, and they are again building upon the national response framework and the national disaster recovery framework, and then building three additional frameworks to support the overall national preparedness plan.

Mr. DENT. How do you see this system informing your budget decisions and resource allocations?

Mr. FUGATE. Well, it probably is best to give an example because when you try to talk about generalities, you end up just saying, "Well, we are going to do this, this, and this."

Let's take urban search and rescue teams. We know that in the types of events we face with the building collapses, bomb blasts, tornadoes, and other things, response is key. How long does it take to get a team there? Just having a team responding does not change an outcome.

So we start with what is the outcome we are trying to change? Injured people do not have time. So we start with this idea that across the Nation looking at where communities are, concentrations of populations. We look at the urban areas, so that is where we are based, and we also look at travel times going, "Do we have enough teams?" "Where are they?" and "Should we make that a priority in funding for more teams, sustaining teams, or training of those teams?"

Now, until you know how many teams and what area you are covering and what your response times are, you do not know if you have enough. How do you maintain that?

But once we are able to do our threat and hazard reductions and say this should be the response time across the country, this is how many teams would be required in these events, and this is the current capability, we may say, "You know what, we are pretty good in search and rescue teams." Maybe we ought to put more emphasis over here on the prevention side or maybe we ought to put more emphasis on the port side.

But until you know what that number is and you say this is what we need as a Nation to respond to these types of events, you are not really able to say where you are at.

So just one example of how these frameworks, as they start going through the process, will define not just how we are going to respond but for how long it takes to get something there. How much capacity is necessary? And this is again why it is very difficult to do this jurisdiction by jurisdiction, because what if you get the outlier?

Mr. DENT. Uh-huh.

Mr. FUGATE. Are we just not going to respond because we do not have enough stuff or we did not have a plan? And so we are looking at very large meta size events, and going there is very basic things that have to be done in the first 72 hours, the first weeks, the first months to be successful, and then going back and going, "How much of that have we built? How much more do we need to build?"

And, again, we are not necessarily looking at this is going to require—that we are going to spend our way out of this. A lot of times, it is looking at the private sector, looking at volunteers, looking at what the military provides and the fact that Congress gave us the authority for the Secretary of Defense to call out the reserves now and we have dual status commanders to support unified, coordinated efforts. What are we planning against? What is our target? And where should we be investing to get to that?

Mr. DENT. Well, that is a very comprehensive answer. I thank you for that.

Also, on PPD8, I just want to focus for a second on that all Nation approach to disaster preparedness. Specifically, you know, what will have to change to fully develop integration between Federal Government and state and local government?

Mr. FUGATE. Stop looking at it as state, local, and federal and start looking at it as one team. You know, the public could really care less who we are as long as somebody shows up.

Mr. DENT. Right.

Mr. FUGATE. And I think, too, we sometimes focus so much on what the Federal Government is going to do that we step all over our local and state partners.

And, again, I have to point this out. In all these disasters in the last year and a half, the initial response was not even the first responders. It was neighbor helping neighbor and then the local responders, then mutual aid and the governors and national guard.

We were able to almost exclusively focus on recovery because we have built so much capacity since 9/11 that we really shifted the capabilities not in the Federal Government but to the local government and state government, which works faster and is actually easier and better to maintain.

So, again, as we look at this, the whole community is not just government stopping to break ourselves into little pieces. It is like, "Who feeds us every day in our communities?" It is not government. It is the private sector. Yet, we look at the private sector as something that you deal with later instead of going, "Why can't we work together and not duplicate what each of us does best?"

Mr. DENT. How do you incorporate private sector?

Mr. FUGATE. You bring them to the table and you give them a seat and you make them part of the team. We do not have a contractual relationship. They are part of the team.

If you can get a grocery store open, and you can get a hardware store open, you can get a drugstore open, they can meet needs. We focus where they are not. But if we try to duplicate that in large-scale disasters, we do not help anybody.

Mr. DENT. Thank you.

DEBRIS REMOVAL: ALABAMA

Mr. ADERHOLT. Thank you.

We are going to try to get a second round here before we ask for the next panel. But in order to do that, I would like to be abbreviated no more than three minutes, just so that everyone can have a chance to ask a second round before the second panel comes up.

Let me go back, Administrator, to the debris removal issue that I had asked about a little earlier.

One of the main questions I have after meeting with a lot of my constituents after the April 27th tornadoes, and given what happened with the contracting with debris removal and with the Corps, I come back to you and ask—are you concerned with the cost to the taxpayers of cleanup when you mission assign the task to the Corps? With limited funds, how can you justify the disparity in cost between the reported costs charged by the Corps of Engineers and lower costs that communities have incurred signing their own contracts for removal? Have you provided written criteria and check lists of work that Mayors know what they are receiving from the Corps and what they can show to other contractors if they choose to do a private option for the work?

Mr. FUGATE. Mr. Chairman, first things first. We did something in Alabama we had never done previously and that was we looked at the debris mission as a housing mission. We normally would not go in and take debris wholesale off private property and lots. We were not going to do businesses but in the homes.

Because this was relatively new to us, we looked to the Corps to help manage that because previously under most of the debris, management rules. Local jurisdictions would not have been able to go on private property and remove a lot of that debris. It would have been almost a case-by-case basis.

So we were looking at one thing. We knew that housing was going to be our biggest issue. The faster we got debris off those lots, the quicker people could rebuild. It was a new approach. It had not been done before. We had the authorities under the Stafford Act, and we used the Corps to help manage that.

Did it cost more? Yes, sir. Have we learned from that? Yes, sir. Are we looking at how to reduce that cost in the future? Absolutely.

But we put a premium on speed of that because our primary concern in that disaster, as you knew, was we had so many homes destroyed that we did not think the way we have traditionally done debris would have been fast enough, so we wanted to do something faster. It was new, and we utilized the Corps to help us manage that.

Mr. ADERHOLT. There are numerous communities in Alabama right now that are waiting for reimbursement. Are there ways to in some way simplify the process while still allowing for oversight of the funds? If you could briefly answer that and then anything else you want to add for the record than that, we will proceed that way.

Mr. FUGATE. Mr. Chairman, it is always case by case. We are trying to move this as fast as we can. Again, I want to get money in the communities and get rebuilding going. And I will go back and see.

And, again, if your staff could pass on specifics of where we are getting hung up, I can go to my staff and say, "Where are we at on this?" and "Why is this?" We are looking at, within the authority of the Stafford Act, what steps would it take to streamline the process to maintain accountability but increase the speed of recovery.

Mr. ADERHOLT. Thank you. And we will be happy to work with you and get you that information.

Mr. Price.

GRANT FUND ALLOCATIONS

Mr. PRICE. Administrator, I want to return to your national preparedness grant proposal and make very clear that I share your point of view, your desire for a more efficient, more targeted, more risk-based way of making these grants available, of allocating these funds.

Now, in the State Program, we do have an allocation formula which aims at a certain minimum level of preparedness across these jurisdictions and that, too, is a legitimate objective.

But you are suggesting that a fair amount of special pleading might be going on here. Some special pleading might have a good warrant and others might not. There are objectives we need to make sure are going to be addressed.

So I want to ask you how you proceed here? And, of course, you can elaborate this for the record, but just in terms of these two major pots of money, will there be an initial determination of how much goes to each and then do the usual formulas apply, especially in the State Grant case?

And then let me just add one other quick question to the mix. You are trying to deal here with the backlog and with the difficulty of getting some of this money out the door. And your way of doing that is that you are going to require grantees to complete projects within a shorter designated period of performance.

So what is going to be the practical effect of that? Are you going to be, by shortening this time frame, are you going to be in effect eliminating certain capital projects, certain longer-term projects such as tunnel hardening? There, too, you might want to give us some more detailed answer for the record.

But my main concern here in this open setting is just to get a sense of how this is going to work, how your agency is going to proceed to take these formerly disparate funding streams and to administer them as one.

Mr. FUGATE. Well, Congressman, let me work backward. On the \$8 billion that is currently outstanding that has not been drawn down in disaster grants, I am not sure that we are saying we are not going to be granting more extensions. Part of that is the authority to grant those extensions and also I found that as much as people hate deadlines, it gets stuff done.

But we also recognize that in giving them the mission to get those monies drawn down—and much of this work is already under way; it is just getting it drawn down. We looked at what was eligible for funding, and where we had inconsistencies, we were actually able to go back and provide additional eligibility so they can get those funds drawn down on the basis of expanding what was eligible in that scope of work.

So we are doing two things there. One has been working really hard to make sure people knew where they were at, what their timelines were on those grants, and also looking at—and this is based upon their request for more flexibility—we were able to go back, and the Secretary authorized us to provide that flexibility so that they have more ability to get those grants drawn down quicker on that work, but no extensions.

Mr. ADERHOLT. Mr. Latham.

FLOOD MAP MODERNIZATION

Mr. LATHAM. Thank you, Mr. Chairman.

As FEMA has moved along with its flood map modernization efforts, there have been some complaints, of which I am sure you are well aware, about the process and the cost to the localities to try and meet the standards, especially for the levees. And this is a big deal, again, obviously with the flooding.

Can you tell us what some of the complaints are on the accreditation? Obviously, the cost is part of it. And tell me any suggestions you have or that you have discussed within the agency about ways to improve the levee accreditation process and lighten the financial burden for these small towns. Some of them are being asked to do studies that cost hundreds and hundreds of thousands of dollars. And they simply—if you get a town of 200 people they do not have the money. How do you address that?

Mr. FUGATE. Well currently under our rules, we would only recognize a levy that was certified by the standards that the U.S. Corps of Engineers set. And we would not recognize anything else. So when we did our mapping, we would actually zero out anything that was there if it was not an accredited levy. We know in many cases those levies may not be accredited but still serve and defend these communities against floods, and we never gave them any value in our mapping.

We are, at the direction and request of many folks here on the Hill in the rulemaking process, to adjust our rules to incorporate levies as built versus those that are accredited. We have received thousands of comments in that rulemaking process we are adjudicating. It is our goal, though, that when we publish this rule, it will

recognize levies as built and the level of protection they offer, even if it is not optimal, in mapping out those communities.

But you do raise one point, though. Where communities are having to demonstrate that those levies are certified, and do not have the funds, and this is, you know, this is——

Mr. LATHAM. It is a huge problem.

Mr. FUGATE. It is a huge problem. It goes back to—part of our challenges with this is managing risk. Where is our investment strategy in mapping this and determining the risk? And where do we fund the improvements? And as part of this, I think we will address through the levies as built. We will actually get a better idea of mapping the levies as they are there, not necessarily being accredited levies, and see what that problem looks like. And that may give us a better idea of where we need to invest.

Some communities may find that, as built, the protection there is already adequate. It does not significantly change things to move to an accredited levy. Others may find it is a very significant difference and that would be targeted where they need to invest.

Mr. LATHAM. But the problem is they have got to do the study to find out, and they do not have the money to do the studies.

Mr. FUGATE. Yes, sir. And that is why we go with the levy as built, we will take it as it is. Not having it necessarily accredited. And then you can map and look at what the risk is. In some cases, because it may not have enough elevation. In some cases, it may be because of design. But all of those would be factored in. And we would actually look at the risk then versus them having to look at bringing it up to an accredited levy.

Mr. LATHAM. Okay. I look forward to working with you. Thank you.

Mr. ADERHOLT. Ms. Roybal-Allard.

CATASTROPHIC PLANNING: LOS ANGELES SHELTERS

Ms. ROYBAL-ALLARD. Mr. Fugate, as you know Los Angeles is one of the vulnerable cities for an earthquake. And in a 2010 Red Cross report it said that if a 7.2 magnitude earthquake were to strike L.A. approximately 564,000 people would need to be sheltered, an additional 2.5 million would require food and water. And unfortunately the L.A. metro area has only 341 shelter facilities with only 84,000 beds. And you were talking earlier about working with local jurisdictions to respond. Can you tell me what kind of progress has been made since that 2010 report?

Mr. FUGATE. Yes, ma'am. Working with Jim Featherstone, who is the emergency manager for the city, our Region 9 works with the State of California. You point out again, if L.A. has this earthquake, they are not going to have enough shelters. And the question would be, "Are those shelters even survivable in the earthquake?" So we know we are going to have to depend upon surrounding non-impacted communities to shelter that population. So we work very closely with California Emergency Management Agency on its plans and our ability to support literally having to get people to shelters outside of that area versus what we can bring in to provide temporary shelters.

So the plan is always about life safety first and life-sustaining activities, and then, looking at the temporary housing, try to sta-

bilize the population and get them back in. But this is a very good example of why only looking at what the City of Los Angeles gets for funding does not really tell the story. Because they could not shelter, if they end up with that many people who are homeless, looking for a place to stay, we are not going to be able to shelter them in that area with that impact. We are going to have to move them to surrounding communities. We are also going to have to bring a lot of resources from outside that area in to support that response. And this goes back to national preparedness.

There are scenarios that are so big that for any jurisdiction to try to be prepared for it is impossible. You have to look at how to leverage those capabilities across, not just within a state, but across state lines and in some cases nationally. So there we work with Cali EMA out of our Region 9 office and look at that type of catastrophic planning with a focus on how we get to folks, life safety, looking at shelter needs, and the fact that we are going to probably have to use a lot of capability outside the immediate area. And then we look at what it would take to stabilize to even set the stage for getting people back in and repopulating.

It is a very complex event. This is part of why we went to these frameworks, to really build that type of capability. This is not about responding to our day-to-day emergency. It is literally about those type of catastrophic events that can happen, from earthquakes, hurricanes, or terrorist attacks.

Ms. ROYBAL-ALLARD. Thank you. I will submit the rest of my questions.

Mr. ADERHOLT. Mr. Carter.

TEXAS AIR NATIONAL GUARD'S MOVE: IMPACT ON GULF COAST DISASTER RESPONSE

Mr. CARTER. Thank you, Mr. Chairman. Mr. Fugate, I have a letter here I asked to be made a part of this record, from the governors of five states, Texas, Mississippi, Florida, Louisiana, and Alabama, expressing grave concern about the decision of the United States Air Force to move the Texas Air National Guard's 136th Air Lift Wing of eight C-130s currently located in Fort Worth to the State of Montana. This Air Lift Wing, I understand, is the only domestic emergency air lift capability in the Gulf region.

According to this letter the Texas Air National Guard C-130s have flown 423 storm response sorties in Texas, Louisiana, and Mississippi carrying 3,143 passengers and delivering 939 tons of emergency supplies. Under current arrangements the Texas governor can mobilize these C-130s in a matter of hours. However, it is my understanding that requesting federal support in emergencies like these could take days due to federal bureaucracy. How then does this relocation of these C-130s from Fort Worth, Texas to Montana affect the ability to provide disaster relief to the Gulf region in times of emergency? Was FEMA a part of the decision making process to move these as it impacts the emergency response assets in the Gulf region? And should this move happen? What is FEMA's plan to ensure appropriate resources are dedicated to the Gulf area to ensure timely disaster response?

Mr. FUGATE. Well again, I think Secretary Panetta has a more unenviable position than I have, looking at how he is having to

make his budget decisions. There are several avenues where we have worked on this. This is not something specifically, but we are a participant with the Secretary of Homeland Security on the Council of Governors, which actually has 10 governors, not necessarily these governors, but 10 governors representing the National Governors Association working with Secretary Panetta, the branches of the military, and the National Guard Bureau, as well as their adjutant generals.

The issue, as we draw down, is what are these impacts and how do we look at those responses? I think part of this has been Congress recognizing that the National Guard is now able to have dual status commands for Title X and State Guard, and well as bringing up the Reserves under a Secretary's call up not requiring a presidential mobilization in disasters. But I would defer to Secretary Panetta and his folks as to this. But I would also state that through the Council of Governors, which I am honored to be part of under Secretary Napolitano's leadership, these are the issues that are being discussed with Secretary Panetta and on behalf of the adjutant generals of what the impacts are to domestic response.

Mr. CARTER. This is not a draw down. This is actually going to cost money to move them to Montana, is going to have to build up the capacity to house 130s in Montana because they are an F-15 base right now. So it is not part of the draw down that we are trying to do to save money in all of the departments. It is a very confusing decision that has been made. Is there any kind of reporting as to what these governors' decisions are going to be as they talk to Panetta?

Mr. FUGATE. Yes, sir. They report back to the National Governors Association. The ten are, as the Council of Governors, which Congress directed the President to appoint and to work with the Secretary of Defense on National Guard issues particularly. Both from the standpoint of domestic response but also the ongoing care and needs that states have, particularly looking at their Guard. So I would defer to that body. I do know this issue, not this specific, but the overall issues of how these are affecting governors and the ability to do that, and also the work that is being done at NORTHCOM to support states if we do require federal assistance.

Mr. CARTER. Thank you.

EMERGENCY MANAGEMENT PREPAREDNESS GRANTS

Mr. ADERHOLT. Thank you, Mr. Carter. Before we end this first panel session, I have one quick question to follow up from the conversation that you and I had yesterday, Mr. Fugate, regarding the EMPG fiscal year 2012 guidance. We are very concerned with the new inclusion of additional agencies that would be eligible. Do we have your commitment to address this issue?

Mr. FUGATE. Yes, sir.

Mr. ADERHOLT. Thank you.

Mr. FUGATE. It is not our intention to have expanded that beyond those that the states have already done before. It was more to create a more uniform language and it was not the intended consequences to suddenly open up to brand new applicants for funds under the Emergency Management Preparedness Grants.

Mr. ADERHOLT. Okay. Thank you very much. We appreciate again your attendance this morning, and for answering some of the questions that I know this Committee has had. Questions about your agency that touch everyone on this panel, this Committee, and I would say every Member of Congress.

Before we turn to our second panel I do want to recognize Norman Dong, who is CFO for FEMA. He is with us this morning, and it is my understanding he is going to be leaving to go to OMB. We will truly miss his knowledge and working with him. But we do thank him for his service, and we do wish you the best as you move over to your new job at OMB.

At this time we will turn to the second panel. Thank you again, Mr. Fugate, for being here.

As I mentioned earlier we are convening a panel of homeland security stakeholder organizations to discuss homeland security grants and related issues. I would like to introduce the panel. Mr. Ross Ashley is with us this morning. He is Executive Director of the National Fusion Center Association and he is representing the National Fusion Center Association this morning. Mr. Jeff Caynon, he is President of the Houston, Texas Professional Fire Fighters Association and is representing the International Association of Fire Fighters. Captain John Holmes, Deputy Executive Director for the Port of Los Angeles and representing the American Association of Port Authorities. Jim Mullen, who is the current President of the National Emergency Managers Association and also the Director of the Washington Department of Emergency Management. And he is representing the National Emergency Managers Association. And last but certainly not least, Mr. Michael DePallo, who is the Director and General Manager of the Port Authority Trans-Hudson Corporation, representing the American Public Transit Association.

Thank each of you for being here this morning. And we look forward to hearing from each of you as you give us your thoughts and opinions on the grant reforms that have been introduced. This builds on effort by this Committee last year. But we recognize that there are challenges and we believe that it is also time for reform.

If you could, I ask you to keep your comments to two or three minutes and summarize it for the Committee. But bear in mind that your written testimony will be placed in the record. So before you begin, let me recognize Mr. Price, our distinguished Ranking Member for his opening remarks.

Mr. PRICE. Thank you, Mr. Chairman. I would like to join with you in welcoming this panel. It is particularly important, I think, to hear from this panel this morning. We are interested in the current grant programs, how they are working, and how they can be improved. But we are of course especially focused on this new proposal for the National Preparedness Grant Program. We have discussed this with the Administrator. We want to discuss that with you because we value your perspectives. The Chairman has introduced each of our panelists. I will not go through that again except to welcome you and say with limited time I think we had better get on with the testimony. Thank you.

Mr. ADERHOLT. Okay. Mr. Caynon, we will start with you.

Mr. CAYNON. Good morning, Chairman Aderholt, Ranking Member Price, and distinguished members of the Subcommittee. Thank

you for the opportunity to testify before you today. My name is Jeff Caynon and I serve as an engineer operator in the Houston, Texas Fire Department, and I am the current President of the Houston Professional Fire Fighters Association.

I am pleased to appear before you today on behalf of the IAFF and our General President Harold Schaitberger, and the nearly 300,000 professional fire fighters and emergency medical personnel of the International Association of Fire Fighters.

The most fundamental purpose of government is to protect the public safety. And despite rising deficits the federal government cannot afford to cut spending on homeland security funds to state and local governments. As the first line of defense in protecting our homeland the federal government has an inherent responsibility to help ensure the local departments can effectively protect the public.

Among the most effective Federal programs to assist local communities in protecting the homeland are SAFER and FIRE grant programs. A study by the NFPA recently found that fire department capabilities have improved in a variety of areas funded by SAFER and FIRE. There have been significant increases in the numbers of fire departments that are able to provide their fire fighters with vital equipment, such as radios, protective clothing, and turnout gear. And thanks to FIRE grants more fire departments today are able to train their fire fighters in basic structural fire fighting, HAZMAT response, and emergency medical care.

The needs assessment also found similar improvements in staffing. All of this translates into improved public safety. I know first hand the value of these programs. Following the tragic death of two fire fighters at a fast food restaurant in Houston, the Houston Fire Department applied for and received a \$2 million FIRE grant to fund an innovative fire ground survivability program that provided training for survival skills and mayday prevention.

Although SAFER and FIRE have been traditionally well funded, efforts to reduce the deficit have caused a reduction in funding for the programs over the last two fiscal years. For fiscal years 2010 and 2011, the programs were funded at a total of \$810 million. For fiscal year 2012, however, funding was reduced to \$675 million. The administration's budget proposal further reduces funding for SAFER and FIRE to \$670 million.

Reversing recent funding cuts to SAFER and FIRE will help ensure that communities have the resources they need to protect the homeland. We therefore recommend that the Subcommittee provide \$810 million evenly divided for the two programs in fiscal year 2013.

In addition to SAFER and FIRE grants, the Urban Search and Rescue system is crucial to our nation's homeland security. The US&R system comprises 28 national task forces consisting of highly trained, equipped, and exercised emergency response personnel capable of responding to both natural and manmade disasters. The State of Texas is the proud sponsor of one such force, Texas Task Force 1. Congress has in recent years provided modest increases to US&R, and funding the program at \$41.25 million in fiscal year 2012. Unfortunately, the Administration's budget reverses this trend and cuts the funding by \$13.7 million. The average cost to maintain a US&R team exceeds \$2 million, leaving local govern-

ments which would sponsor the task force to fill the gap. With many localities facing budget shortfalls themselves, sponsor US&R teams has become a burden they struggle to afford, significantly straining task force capability and readiness.

For a minor investment Congress can significantly enhance the nation's preparedness to respond appropriately. We encourage the Subcommittee to increase the funding to US&R over the 2012 appropriation.

Lastly, we wish to express our reservations regarding the administration's proposal to consolidate 16 Homeland Security Grant Programs into the new National Preparedness Grant Program. Each of the Homeland Security Grants was established in order to serve a specific and important public safety need. Given limited Federal funding, merging these distinct homeland security priorities into a single block grant could cause such priorities to go unserved.

As a major metropolitan area in a border State, containing a port, significant rail and road freight, and replete with hazardous industry, Houston faces significant risk from terrorist attack and other large scale disaster and these targeted grant programs have contributed to a more complete level of preparedness. We are also concerned that the National Preparedness Grant would be administered solely by the States without adequate input from local emergency managers and first responders who often have the best knowledge of homeland security threats and needs. We urge the Subcommittee to carefully consider any grant consolidation proposal and seek the input of all stakeholders, especially State and local government representatives and first responders, before making major changes to current Homeland Security Grants.

Again, I would like to thank the Subcommittee for the opportunity to testify here today, and I am happy to answer any of your questions.

[The information follows:]

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS



STATEMENT OF

JEFFREY A. CAYNON

**PRESIDENT, HOUSTON PROFESSIONAL FIRE FIGHTERS
ASSOCIATION LOCAL 341**

BEFORE THE

**HOUSE SUBCOMMITTEE ON
HOMELAND SECURITY**

ON

FEDERAL EMERGENCY MANAGEMENT AGENCY BUDGET

MARCH 7, 2012

Good morning Chairman Aderholt, Ranking Member Price, and distinguished members of the Subcommittee. Thank you for the opportunity to testify before you today. My name is Jeffrey Caynon, and I serve as an Engineer Operator in the Houston, Texas Fire Department. I also proudly serve as President of the Houston Professional Fire Fighters Association, Local 341 of the International Association of Fire Fighters (IAFF). I am pleased to appear before you today on behalf of IAFF General President Harold Schaitberger and the nearly 300,000 professional fire fighters and emergency medical personnel who comprise our organization.

Today's fire service has evolved from a municipal force whose primary duty was to extinguish local fires to an integrated national system that responds to a wide range of local emergencies and national disasters. When the nation faces a terrorist attack, natural disaster, pandemic, hazardous materials spill, or any potential mass-casualty event, it is local fire fighters who respond.

It is through this lens as the nation's primary domestic defenders that we view the Administration's budget proposal for the Department of Homeland Security for Fiscal Year 2013.

The most fundamental purpose of government is to protect the public safety. Despite rising deficits, the federal government cannot afford to cut spending on homeland security funds to state and local governments. As first line of defense in protecting our homeland, the federal government has an inherent responsibility to help ensure that local fire departments can effectively protect the public safety.

Fire Fighter Grants

Among the most effective federal programs to assist local communities in protecting the homeland are the SAFER and FIRE grant programs, which provide funding directly to local fire departments to ensure such departments have sufficient personnel, equipment and training to operate safely and effectively. A study by the National Fire Protection Association recently found that fire department needs have improved in a variety of areas funded by SAFER and FIRE (formally known as Assistance to Firefighter Grants, or AFG), thus improving the capabilities of such departments. Fire Departments have experienced improvements in staffing levels, training, equipment, and health and safety. For example, there has been a forty-nine percent increase in the number of departments that own thermal imaging cameras. These cameras allow fire fighters to see the heat of fire or the heat signature of a person in areas of smoke, darkness, or even through walls. Departments which own thermal imaging cameras are able to conduct swifter and more effective attacks upon a fire, and are more likely to save the lives of individuals incapacitated or otherwise trapped by fire or debris.

There have also been significant increases in the numbers of fire departments that are able to provide their fire fighters with radios, protective clothing and turnout gear. And thanks to FIRE grants, more fire departments today are able to train their fire fighters in basic structural firefighting, hazmat response and emergency medical care. All of this translates into improved public safety.

The Needs Assessment also found similar improvements in staffing, particularly in mid-size communities. Jurisdictions of between 250,000 – 499,999 people have witnessed a fifteen percent

increase in staffing levels. Improved staffing levels have been proven to reduce response time and enhance effectiveness. For example, four fire fighters must be present at a scene of a fire before an interior attack can commence. Waiting for additional engines to arrive because a department lacks sufficient staff to put four fire fighters on an engine clearly endangers lives and property.

SAFER and FIRE are not only among the most effective federal programs – they are also among the most efficient. By utilizing a peer-review process and awarding funds directly to fire departments, grants go to those communities where they are most needed, with a minimum of overhead.

The Houston Fire Department has itself seen significant improvements in its preparedness and capabilities due to investments made through FIRE grants. For example, in 2004, the Department received a two million dollar FIRE grant to fund an innovative fire ground survivability program. The Department had previously lost two of its own, Lewis Evans Mayo III and Kimberly Ann Smith, at a fast food restaurant fire on February 14, 2000. Through the training afforded the department by the FIRE grant, HFD was able to train its personnel in survival skills and mayday prevention. By better assuring the safety of our own, this life-saving training enables the department to conduct its operations more effectively and thus better protect the public.

Although SAFER and FIRE have been traditionally well-funded, efforts to reduce the deficit have caused a reduction in funding for the programs over the last two fiscal years. For Fiscal Years 2010 and 2011, the programs were funded at a total of \$810 million. For Fiscal Year 2012, however, funding was reduced to \$675 million - \$337.5 million each.

The Administration's budget proposal further reduces funding for SAFER and FIRE to \$670 million - \$335 million each.

Unfortunately, such cuts could not come at a worse time. The recent recession and continuing weak economy has led municipalities nationwide to reduce fire department staffing and cut back on training and equipment purchases. Furthermore, although the aforementioned Needs Assessment shows improvement in fire department needs and capabilities, it also demonstrates that critical shortages continue to exist.

Although the Houston Fire Department has been lucky that we have not experienced serious shortfalls, many of my brothers and sisters at other departments around the country have not been as fortunate. In Kansas City, for example, the mayor is proposing to eliminate more than 200 fire fighter positions due to budget shortfalls. This type of cut is particularly worrisome, as substandard staffing has been proven by numerous independent studies to significantly increase response time.

Combined, such cuts at both the local and national level undermine emergency response and pose significant threats to the nation's homeland security.

Reversing recent funding cuts to SAFER and FIRE will help remedy the damage done to local public safety budgets by the recession and ensure that communities have the resources they need to protect the

homeland. We therefore recommend that the Subcommittee reverse funding cuts to the SAFER and FIRE grant programs and provide \$810 million, evenly divided, for the two programs in Fiscal Year 2013.

Urban Search and Rescue Response System

In addition to SAFER and FIRE grants, the Urban Search and Rescue Response (US&R) System serves as a significant program crucial to our nation's homeland security. In recent years we have all witnessed the heroic actions of our nation's Urban Search and Rescue teams. Dispatched to the Joplin tornado in 2011, as well as the recent Haiti and Japanese earthquakes, America's search and rescue teams are unparalleled in their skills and capabilities.

Although originally established to provide adequate search and rescue capacity in the event of an earthquake, the US&R system has evolved into an invaluable resource capable of responding to both natural and manmade disasters, including earthquakes, tornados, hurricanes, acts of terrorism and catastrophic structure collapses. Today, the US&R system comprises twenty-eight national task forces consisting of highly-trained, equipped and exercised emergency response personnel, including many IAFF members. The State of Texas is the proud sponsor of one such task force, Texas Task Force One, which counts among its deployments responses to Hurricane Katrina and the September 11th attacks on the World Trade Center.

Given the significant importance of our nation's US&R system, we are extremely concerned with cuts to the program in the Administration's budget proposal. Congress has, in recent years, provided modest increases to US&R, and funded the program at \$41.25 million in Fiscal Year 2012. Unfortunately, the Administration's budget reverses this trend and cuts funding for the program by \$13.7 million in its budget proposal, providing a scant \$27.513 million.

In 2006, FEMA estimated the average cost to maintain a national US&R team at \$1.7 million. Today, in many jurisdictions the cost exceeds \$2 million. Annual investments through the Department of Homeland Security provide funding for team training, exercises, communications and personal protective equipment, as well as medical monitoring for first responder safety and health. When insufficient federal funding leaves the task forces with budget deficits, it falls to the local governments which sponsor the task forces to fill the gap.

With many localities facing budget shortfalls themselves, sponsoring US&R teams has become a burden they struggle to afford, significantly straining task forces' readiness and capabilities. Furthermore, subsidizing US&R task forces at the local level also results in a negative impact on community preparedness by diverting funds from local emergency services budgets.

For a very minor investment, Congress can significantly enhance the nation's preparedness and response capabilities. We encourage the Subcommittee to reject the Administration's budget proposal for the nation's only self-sufficient, all-hazards, ready-response force, and increase funding for the program over the Fiscal Year 2012 appropriation.

Homeland Security Grants

Lastly, we wish to express our reservations regarding the Administration's proposal to consolidate sixteen homeland security grant programs into a new National Preparedness Grant Program. The Homeland Security Grants administered by FEMA were established after the terrorist attacks of September 11 to enhance state and local government preparedness, and each program was established in order to serve a very specific and important public safety need. The Metropolitan Medical Response System (MMRS) for example, prepares communities to respond to mass casualty events, while the Port Security Grant Program (PSGP) helps protect our nation's ports from terrorism. Given the limited federal funding afforded to homeland security grants, merging these distinct and equally-important homeland security priorities into a single block grant could cause some such priorities to go unserved.

The city of Houston provides a stark example of just this sort of dilemma. As a major metropolitan area in a border state, containing a port, significant rail and road freight and replete with hazardous industry, Houston faces significant risk from terrorist attack or other large-scale disaster. Houston has enhanced its preparedness and capabilities via funding from numerous homeland security grants, including the Urban Area Security Initiative (UASI), Port Security Grant Program, and Metropolitan Medical Response System. Because Houston received funding for various activities under numerous different grant programs, we are able to address numerous homeland security priorities and provide a more complete level of preparedness.

For example, through UASI, the Houston Fire Department has been able to invest in Chem/Bio Kits and radiation detection instruments on all responding units. Given Houston's potential risk as a terrorist target, this equipment has significantly increased our Department's capabilities and preparedness. Had we not received funding through UASI for this equipment, the Department would have been ill-able to afford this vital equipment itself. Under the Administration's proposal, it is unclear whether HFD would have been able to obtain funding for such equipment given the many competing priorities in a large state like Texas.

We are also concerned that the Administration's proposal directs the National Preparedness Grant to be administered solely by the states. As you have no doubt witnessed in your own communities, state agencies are often far removed from the needs of local emergency managers and local first responders. Under the Administration's proposal, such individuals, who often have the best knowledge of homeland security threats and needs, could be left out of the decision making process. While the city of Houston has a good relationship with its state administrative agency, this is not the case nationwide. States may, in some instances, make funding decisions based on arbitrary or political considerations. The nation's fire service has traditionally had minimal presence on the state level, and may lose important resources if funding decisions are left entirely to state officials.

Despite the essential role played by local officials and emergency responders, the Administration's proposal was developed without input from local stakeholders. We are pleased that Secretary Napolitano and others within the Department of Homeland Security have indicated in recent days that

they intend to consult with stakeholders in the continued development of their proposal, and hope to address many of these issues as we work to make improvements to the Homeland Security grants.

We urge the Subcommittee to carefully consider any grant consolidation proposal, and seek the input of all stakeholders, including state and local government representatives and first responders, before making major changes to current Homeland Security Grants. The country's homeland security is too important not to require thoughtful and sober consideration.

Conclusion

On behalf of the International Association of Fire Fighters, I appreciate the opportunity to share with you our views on the Administration's budget proposal for Fiscal Year 2013. We urge the Subcommittee, as they develop appropriations for the Department of Homeland Security, to continue funding critical investments in state and local governments to ensure that local first responders have the personnel, tools, and training they need to effectively protect the public safety.

To the extent the IAFF can assist the Subcommittee in its mission, I am happy to offer our expertise and pledge to work closely with you and your staffs.

Again, I'd like to thank the Subcommittee for the opportunity to testify today and am happy to answer any questions you may have.

Mr. ADERHOLT. Captain Holmes.

Mr. CAYNON. Pass the mike.

Captain HOLMES. Pass the mike. Mr. Chairman and members of the Committee, thank you for the opportunity to testify. I am Captain John Holmes, Director of Operations for the Port of Los Angeles. My testimony focuses on the experience of the Port of Los Angeles and AAPA's U.S. members. My written testimony has been submitted for the record. I will summarize it briefly before I answer any questions.

In the decades since 9/11 a key component of our nation's effort to harden the security of seaports has been the Port Security Grant Program. Under the Safe Port Act the Port Security Grant Program is authorized at \$400 million. Unfortunately, in the last few years the funding for this program has decreased dramatically.

There were other adverse changes to the fiscal year 2012 grants as well. First, the term of performance has been changed from three years to two years. Although we appreciate the need to execute projects, we are concerned that such a move will shift the focus to buying stuff rather than developing solutions. The past period of performance made it difficult to execute these solutions. The current period will make it nearly impossible.

Cost share requirements have also been an obstacle. Although I appreciate that it is effective for a grantee to have skin in the game, it is often overlooked that the skin that the ports provide is the ongoing operations and maintenance costs of the grant funded equipment or systems. This is particularly true with technology solutions where the annual operating costs can be as high as 10 percent of the project cost.

Another hurdle is the environmental and historic preservation review. While other FEMA programs must go through these reviews there is not the threat of a loss of funds because there is no time table associated with these programs. While EHP has streamlined some of these reviews they still are a major reason why many of the grant projects require an extension.

The fiscal year 2012 grant announcement also includes improvements to the program, like expanding the use of funds for maintenance and allowing the limited use of grants for personnel. We are also pleased to see that despite the funding cuts all ports continue to be eligible. Restricting funding to the highest risk ports would leave a soft underbelly of unprotected ports for terrorists to exploit.

We appreciate the willingness of DHS to work with the ports on grant issues. Positive changes have been made and we hope that these changes will continue. We feel that over the time the pile on effect of new requirements has had a significant negative impact on the program. For fiscal year 2013 and beyond we strongly urge the Committee to restore port security funding, keep the funding separate, maintain federal control, provide a uniform cost share waiver, and establish a joint DHS port group to streamline the process.

In order to continue to be effective the grant process must evolve in conjunction with port needs and vulnerabilities. Working with DHS efforts have been made to keep pace with this evolution. We fear that if ports are lumped into the larger Homeland Security

equation efforts to date will be marginalized and the focus on ports will be lost. Thank you.
[The information follows:]



Alliance of the Ports of Canada, the Caribbean, Latin America and the United States

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Testimony of Captain John M. Holmes
Deputy Executive Director of Operations
Port of Los Angeles

Before
The United States House of Representatives
Appropriations Committee
Subcommittee on Homeland Security
2358-A Rayburn

*"Budget Hearing - Federal Emergency Management Agency –
Director and State & Local Witnesses"*

March 7, 2012

Thank you for this opportunity to testify on behalf of the American Association of Port Authorities (AAPA). AAPA represents the leading public port authorities in the Western Hemisphere, and today my testimony focuses on the experiences of the Port of Los Angeles (LA) and AAPA's U.S. members. I am Captain John Holmes, Deputy Executive Director of Operations for the Port of Los Angeles, where I oversee the Port Police, Port Pilots, Emergency Preparedness, Wharfinger, and Homeland Security divisions. LA is the largest container port in the United States and works closely with other AAPA members to promote enhanced port security.

Since 9/11, port security has become a top priority for U.S. ports, including the Port of Los Angeles. Safe and secure seaport facilities are fundamental to protecting our borders and moving goods. Protecting the people and freight that move through seaports and surrounding communities is essential to keeping seaports safe and open for business. With 99.6 percent (by volume) of overseas trade flowing through U.S. ports, a terrorist incident at a port could have a drastic impact on the U.S. economy.

In the decade since 9/11, a key component of our nation's effort to harden the security of seaports has been the Port Security Grant Program, currently managed by FEMA. The Port of Los Angeles alone has spent more than \$250 million to upgrade its security, over \$100 million of which was provided through grant funding. These upgrades would not have been possible if it were not for the Port Security Grant Program.

As is the case in Los Angeles, Port Security Grant funds have helped port facilities and port areas to strengthen facility security and work in partnership with other agencies to enhance the security of the region. In the Port of Los Angeles, Port Security Grant funding has been used to procure equipment such as vessels and vehicles, install detection systems such as cameras and sensors, and provide equipment maintenance for the systems recently installed. Port Security Grant funds have also been used to harden port IT infrastructure, and most recently this funding has been used to fill a serious training gap -- Maritime Security Training for State and Local police officers.

Under the SAFE Port Act, the Port Security Grant program is authorized at \$400 million. Unfortunately, in the last few years, the funding for this program has decreased, currently standing at a dangerously low level. The current level of \$97.5 million is 75 percent less than the authorized level, and it is currently at one of the lowest funding levels ever for this program. As costs of systems, maintenance and equipment continue to rise, this level of funding will bring into question the sustainability of the protection levels we have worked so hard to build over the last decade.

As you know, for FY 2012, this Committee decided to bundle all FEMA State and Local grant programs, cut the combined programs by 40 percent, and give DHS the authority to determine funding levels for individual programs. AAPA has long been wary of efforts to bundle programs, fearing that traditional homeland security grants would be given a higher priority. DHS was given the authority to make the funding decisions, and last month, our fears became reality. The FY 2012 funding level represents a 59 percent cut from the prior year and 75 percent less than the authorized level. This will harm our ability to expand protection of our maritime assets, carry out Port-Wide Risk Management Plans and fund federal mandates such as installation of TWIC readers.

In a constantly changing threat environment, this level of funding will make it difficult to maintain our current capabilities at the Port of Los Angeles, much less meet new and emerging concerns in such areas as infrastructure protection, continuity of services such as power and water, protection of our information technology capabilities and response to the ever-growing cyber threat. At the Port of Los Angeles, Port Security Grant funding has been a critical component in our efforts to build a resilient port, and we would hate to see a degradation of these efforts as a result of grant funding reductions.

There were other adverse changes to the FY 2012 grants as well. First, the term of performance has been changed from three years to two years in an effort to get money spent more quickly. Although we appreciate the need to move projects along, we are concerned that such a move will shift the focus to buying "stuff," rather than developing technological solutions, most of which are part of Port-Wide Risk Management Plans, which have been well vetted to address current and future vulnerabilities. This will result in a repeat of early grant funding efforts where ports bought hardware because it was fast and easy to procure. Ports, in working closely with each other and the Department of Homeland Security, have spent a great deal of time to identify system-wide vulnerabilities and develop holistic solutions. The past period of performance made it difficult to execute many of these solutions; the current period may make it nearly impossible.

As your Committee knows, there have been challenges in getting grant money disbursed. This is a complex issue that has been made even more complex due to an ever-changing grant environment. First, it may take months to get final approval from FEMA to execute funding, and once this approval is secured, it is only the start of a complex process that involves design efforts, which in most cases only begin when the funding is approved. Once these design efforts are complete, state, local and federal procurement processes come into play. For a complex system this often requires the issuance of a Request for Qualifications (RFQ), followed by a Request for Proposals (RFP), responding to questions by vendors, evaluation of the proposals, and the contract process.

Once a contract is in place, a complex project may need to get state and local environmental clearances, and clearances from the Historical Society if a Historical Building or site may be involved. In one extreme case at the Port of Los Angeles, we had to put a camera system on hold during the nesting season of a particular migratory bird. In another case, it took over three years for the funding to be cleared and environmental and historical clearances to be obtained. This left a very short period of time to design, solicit, contract, and complete a sophisticated technology project. At the Port of Los Angeles, grant management has become so complicated that we had to establish a separate grant management unit for cradle-to-grave tracking of grants. Despite this effort, we are continually under the gun to execute grant funding. I have no idea how a smaller port handles these responsibilities.

Cost-share requirement have also been an obstacle. Although I appreciate that it is effective for a grantee to have "skin in the game," it is often overlooked that the "skin" that the port provides is the ongoing operations and maintenance costs of the system. This is particularly true with technology solutions where the annual operating costs can be as high as 10 percent of the cost of the project. At this rate the port exceeds a 25 percent cost-share in current dollars a little more than two years after the completion of the project. In ports such as Los Angeles where in-house design often occurs, the port's contribution is larger due to the fact that port personnel costs are not refunded by the grants.

As indicated above, how projects are funded has some peculiarities as well. Some ports prefer to use in-house labor, either by choice or due to labor agreements. Unfortunately this puts the port at a financial disadvantage because in-house labor is not reimbursable under the grants. An excellent example of this is that the Port of Los Angeles is undergoing a project to expand our canine facility. Because we have a commitment to use port employees whenever possible, the labor cannot be reimbursed through the grant. A similar situation exists with respect to training. If an in-house trainer can give the course, no reimbursement can be given, even if the course is being offered to multiple agencies.

Although I agree that a number of challenges exist with respect to grant funding and administration, it seems that there is often not a clear recognition that many projects may be underway if one views only the total of unspent funds. Many ports have procurement policies that only allow them to seek reimbursement after a project is completed, and in many cases billing is not conducted until the project is complete. It may appear that nothing has been done on a project when it is complete or nearly complete and as a result, the financial reporting may not provide an accurate picture.

FEMA and ports are working hard to resolve this draw-down problem. Two key things that could speed spending are providing a uniform cost-share waiver and further streamlining the FEMA Environmental and Historic Preservation (EHP) review process. As you know, some years there is a cost-share requirement, and other years it is waived and grantees must go to DHS for a project-based waiver. This significantly delays the use of funds and some grantees wait to see if they can get cost-share-waived funds before undertaking a project. AAPA strongly endorses a uniform waiver of cost-share for all past grants to stimulate quicker use of past funds.

Another hurdle is the EHP review within FEMA. While other FEMA programs must go through these reviews, there isn't the threat of a loss of funds, because there is no timetable associated with these other programs. Therefore, the EHP reviews are not processed or prioritized in a way to reflect grant time limitations. Additionally, FEMA EHP reviews could be streamlined by taking into account state and local environmental reviews for a facility. While EHP has streamlined some of their reviews, they still are a major reason why many of the grant projects require an extension.

The FY 2012 grant announcement also includes some improvements to the program, like expanding the use of funds for maintenance and allowing limited use of grants for personnel. These are changes for which AAPA has long advocated. AAPA was also pleased to see that despite the drastic cut in funding, all ports continue to be eligible for funding. Restricting funding to the highest-risk ports would be bad public policy because it would leave a soft underbelly of underprotected ports that terrorists could exploit.

In regards to the future of this program, in February, the FEMA Grants Directorate released a vision document that outlined its plan to consolidate 16 separate grant programs into one National Preparedness Grant program starting in FY 2013 that would send the money to the states for distribution. AAPA believes this would make port security programs an even lower priority and urges your Committee to keep the program separate as you do for Firefighter Assistance grants.

Port Security Grants are managed quite differently than other homeland security grants. Priorities are set locally, based on the risks and vulnerability of the local port area. Other homeland security grants have a list of core capabilities, which all grantees try to attain. This capabilities list is based more on movable and shared assets rather than set facilities. There is no such list of core capabilities for port security grants and the ones developed for other grant programs were not developed with ports in mind. Additionally, ports have certain federal mandates, such as TWIC readers, that they must comply with, and the cost of those requirements will not be fully felt until Coast Guard issues its final regulations.

Moving the funding to the states is also a big concern for AAPA. Port security is focused on protecting international borders. This is a federal responsibility, not a state responsibility. Many States don't have the personnel or expertise to evaluate maritime risks or determine how ports should be prioritized against other homeland security priorities in the state. The risk evaluations for ports are made at the federal level by the U.S. Coast Guard and other federal agencies. We are also concerned that this would increase the complexity in grant management and slow a process that is already recognized as cumbersome.

Not only does a second or potentially third pass-through layer (the State or municipal government, respectively) mandate its own sets of compliance requirements on top of Code of Federal Regulations and Office of Management and Budget Circulars, it also creates unnecessary cogs in the administration that slows down our ability to spend, execute, and deliver. Moving funds to the states would compromise program efficiency and effectiveness. If, however, a decision is made to consolidate the program and move it to the states, AAPA strongly urges your Committee to allocate a set amount of funding for the program to ensure that funding for port security is not diluted further.

We appreciate the willingness of DHS to work with the ports on Port Security Grant issues. We have and will continue to work with them to improve the program. Positive changes have been made, and we hope that these changes will continue. We do feel that over time external pressures and the "pile-on" effect of new and continuing requirements has had a significant negative impact on the program. We also believe that it is an appropriate time for a DHS/Grant User Group to conduct a review of the Port Security Grant Program and identify areas of improvement and recommend changes that will address these areas.

For Fiscal Year 2013 and beyond, we strongly urge the Committee to:

1. Restore port security funding to its earlier level;
2. Keep the funding separate, similar to Firefighter Assistance Grants;
3. Maintain current federal control over program, or if funds are moved to the States, appropriate a set amount for our nation's ports;
4. Consider a uniform cost-share waiver of past grant funds; and
5. Establish a joint DHS/Port group to continually streamline the process.

In order to continue to be effective, the grant process must evolve in conjunction with port needs and vulnerabilities. Working with DHS, efforts have been made to keep pace with this evolution. We fear that if ports are "lumped" into the larger Homeland Security equation, efforts to date will be marginalized and the focus on ports will be lost. The separation of Port Security Grant funding served to highlight the need to focus on a component of the nation's critical infrastructure that was largely ignored prior to the tragic events on 9/11. We have a significant fear that this focus will be lost if the Port Security Grant Program does not remain separate and fails to continue to evolve to meet emerging security needs.

Mr. ADERHOLT. Mr. Ashley.

Mr. ASHLEY. Chairman Aderholt, Ranking Member Price, members of the Subcommittee, on behalf of the National Fusion Center Association, thank you for inviting me.

A lot has changed since I was here as the Assistant Administrator of the Grant Programs Directorate. The administration's intent to streamline the grant programs, allocate funding based on risk, and measure the impact, is exactly the right way to go given funding reductions that have occurred. But there are a lot of unanswered questions. Absent reauthorization of the Preparedness Grant programs the President's proposal should be considered under the current construct of law. We would do a disservice to the progress made by creating a new patchwork program without authorization. After nearly five years, Congress should reauthorize as soon as possible or make it clearer to the department that the current construct of law should be followed.

Congress should also continue to ensure that DHS measure the effect these programs have on preparedness. Until DHS fully implements a planning, programming, and budgeting system that assess all impacts of federal investment, we cannot determine whether 100 new Border Patrol Agents, or another \$10 million in Operation Stonegarden funding provides the best return on investment.

The fiscal year 2012 funding allocations and grant guidance continue to head in the right direction. The NFCA urges this subcommittee to continue to support the Secretary's efforts to focus funding on programs that support the analysis and sharing of homeland security threat information. That includes the sustainment of a strong national network of fusion centers.

Fusion centers have helped transform the way Federal, State, and local, and tribal governments share intelligence information to protect the Homeland, just as envisioned by the 9/11 Commission and the Intelligence Reform and Terrorism Prevention Act of 2004. Fusion centers analyze national threat information in a local context, pass critical State and local information up to Federal partners in the intelligence community, and disseminate relevant actual information to State and local decision makers. And all of this is done by protecting privacy, civil liberties, and civil rights.

Fusion centers are owned and operated and budgeted at the State and local level. A sustainment model that works in Boston may not work in my hometown of Montgomery. For example, the Alabama Fusion Center budget was \$800,000 in fiscal year 2011. Forty percent of that came from the State general fund, and 60 percent from DHS preparedness grants. North Carolina Information Analysis Center budget was \$683,000 in fiscal year 2011. Seventy-seven percent of that came from DHS Preparedness Grants and 23 percent from DOJ grants.

Flexibility of State or urban areas to determine how a center is supported is an essential element of the national network. Simply put, the decentralized effort of fusion centers is a national asset. And it is the same as a shared responsibility among all levels of government. There is no other mechanism for leveraging more than 2 million public safety practitioners in the private sector in every corner of the country to protect the homeland.

Let me conclude with a story that shows the value of the national network. Recently a local police officer in Alabama made a traffic stop. Based on plain sight observations the officer asked to see the contents of a duffel bag in the backseat. Inside the duffel bag were four police uniforms and four police badges. When interviewed each of the occupants stated they were headed to a location in Colorado and the occupants were allowed on their way. What happens next shows how far we have come in taking proactive measures to protect the Homeland.

The officer completed a report and clicked the SAR button in the Alabama reporting system. That suspicious activity report went immediately to the Alabama Fusion Center, which analyzed the information and contacted the Colorado Fusion Center. The FBI has a presence in both of those centers. The matter is still being considered. Whether this situation has to do with terrorism, or some other criminal activity, the key point is that within hours Federal, State, and local officials who can act to prevent criminal activity were aware of the situation.

This goes far beyond information sharing. This is deep collaboration that makes our country safer and the fusion centers enable it. Thank you, and I look forward to your questions.

[The information follows:]



STATEMENT OF W. ROSS ASHLEY III

EXECUTIVE DIRECTOR, NATIONAL FUSION CENTER ASSOCIATION

FISCAL YEAR 2013 FEMA BUDGET REQUEST

**SUBCOMMITTEE ON HOMELAND SECURITY
COMMITTEE ON APPROPRIATIONS**

UNITED STATES HOUSE OF REPRESENTATIVES

MARCH 7, 2012

Chairman Aderholt, Ranking Member Price, members of the subcommittee, thank you for the opportunity to provide my perspective on the FY 2013 Federal Emergency Management Agency (FEMA) budget request on behalf of the National Fusion Center Association (NFCA) and as a former Assistant Administrator for the Grants Program Directorate at FEMA. The NFCA represents the interests of designated State and major urban area fusion centers to promote the development and sustainment of grassroots intelligence analysis and information sharing capabilities to enhance public safety against the backdrop of proliferating threats.

National Network of Fusion Centers

Information and intelligence sharing between Federal, State, local, and Tribal governments has improved dramatically since 9/11 and has transformed public safety. After 9/11, it quickly became clear that enhanced contributions by State and local law enforcement in support of counterterrorism efforts were essential, especially after the realization that State and local law enforcement had encountered some of the 9/11 hijackers. The 9/11 Commission cited improved information sharing among State, local, Tribal, and Federal authorities as one of the critical imperatives for building robust terrorism prevention, protection, and response capabilities. In response, state and local governments independently – *without the federal government pushing them* – began to establish fusion centers to connect the 18,000-plus disparate law enforcement agencies to better share information.

Today we have 77 fusion centers designated by Governors across the nation that integrate all aspects of public safety information to help secure this nation. The “National Network of Fusion Centers” has been embraced by the Departments of Homeland Security and Justice as a focal point of collaboration in support of federal counterterrorism efforts and other homeland security priorities. In fact, the 2010 National Security Strategy of the United States specifically cites fusion centers a central element in preventing future acts of terrorism. Simply put, this decentralized and organically developed network is a national asset, and sustainment of that asset is a shared responsibility across all levels of government. In the absence of fusion centers, there is no other nationwide mechanism for leveraging the breadth and depth of more than two million public safety practitioners in every corner of the country for homeland security purposes. Notably, as seasoned intelligence experts and information analysts from all levels of government will concede, some of the most important information and actionable intelligence that we depend on to protect the country flows up, not down – the knowledge is collected at a granular State or local level and then fused to permit all levels of government to act decisively in the protection of Americans. That is a central purpose for the fusion centers, and one that has been well-served by their existence.

However, fusion centers are more than simply information sharing hubs. They embody a process – the *fusion process* – that has fundamentally changed how information is gathered, shared and transformed into useful intelligence at the Federal, State, and local levels. It is about analyzing national threat information in a local context, passing critical State and local information up to the national intelligence community, and disseminating relevant and actionable information to State and local decision makers. It is about systematically changing the culture of public safety information sharing so that the cop on the beat knows exactly what to do when she observes suspicious behavior. It is also about protecting public safety while actively protecting the privacy, civil rights, and civil liberties of American citizens. In fact, all 77 designated fusion centers have an approved privacy policy that is at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines.

The National Network is what the 9/11 Commission and the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) envisioned: a decentralized, distributed network that involves all levels of government and collaborates routinely on information analysis and sharing with federal intelligence and law enforcement partners. If the Federal government does not continue to take steps to ensure this network is strengthened and sustained, we will start moving away from the vision of the 9/11 Commission and IRTPA vision, leaving the nation more vulnerable to successive attacks on public safety – large and small – that could have been prevented through a well-supported National Network of Fusion Centers.

As the threat of homegrown violent extremism (HVE) has risen, the role of State and local law enforcement has become indispensable in detecting and preventing terror attacks. Efforts are underway – supported by the Department of Homeland Security and the Department of Justice – to train State, local, and Tribal law enforcement officers to recognize and report behavior-based suspicious activity. The fusion centers are essential in this effort as both training hubs and receivers of suspicious activity reporting.

However, much of the progress achieved to date is fundamentally threatened by recent funding cuts to DHS State and local grant programs, specifically the State Homeland Security Grant Program (SHSGP) and the Urban Area Security Initiative (UASI). The statutory Law Enforcement Terrorism Prevention (LETP) set-aside of 25% of these two programs is the lynchpin of federal investment supporting joint intelligence analysis and sharing, yet cuts to grant support of more than 50% over the past two years have left little funds for LETP activities, especially at the State level where the primary

State fusion centers have high reliance on Federal assistance. This has sent a disturbing signal to State and local public safety that 10 years after 9/11 we can throttle back on our information sharing commitment and diminish our collective capability to understand the domestic threat picture. I am certain that this was not Congress' intention, but the real-world impact may be just that. We must avoid a return to the pre-9/11 practices of disparate, disconnected, catch-as-catch-can protection of the Homeland.

Secretary Napolitano deserves great credit for requiring that states include an investment justification for fusion centers beginning with the FY 2011 grant guidance. We were pleased to see this guidance remain in place in FY 2012. This sends a clear signal – the right signal – that Federal-State-local partnerships to gather, analyze, and share information to prevent terrorism will remain a top priority for DHS investment. However, despite the FY 2012 guidance, the NFCA is extremely concerned that the overall funding available may be too low to support all of the necessary programs within each fusion center that contribute to the Nation's security.

Notably, fusion centers in states subject to the SHSGP state minimum will be especially hard-hit. The impact could be that some fusion centers will lose their focus on terrorism and effectively drop out of the National Network. Holes in that network will leave us less able to analyze and share information and will increase our vulnerability to future attacks by both international terrorists and homegrown violent extremists. Thankfully, allowing such a course of action is preventable by Congress providing adequate funding and the administration providing strong grant guidance.

The NFCA strongly urges the subcommittee to restore funding to grant programs in FY 2013 that support the analysis and sharing of homeland security threat information, and to emphasize programs that focus on the *prevention* of terrorism.

DHS grant funding cuts in FY 2012 pose a serious and immediate threat to the National Network. The funding problem has reached critical stage: fusion centers will be cutting programs this year – and some centers may have no choice but to either close or no longer have the resources to participate as a part of an overall national network. That will represent a big step backward and a loss for the national homeland security mission. We need to think ahead to sustain and build these programs to properly inform and support the Federal government's homeland security mission, and in turn to support the public safety of all Americans.

Federal grant programs and other assistance must explicitly foster – on a sustainable basis – a strong National Network across the country or ***we will lose*** intelligence capabilities that are important to the national homeland security mission. That capability is especially critical for countering HVE. To properly protect this country, these efforts must work as one. Future grant guidance that requires states and urban areas to include fusion centers in their investment justifications will help to ensure capabilities continue to be built and maintained.

Grant funds allocated to fusion centers help build and sustain “critical operational capabilities” – defined as the ability to receive, analyze, disseminate, and gather information on threats to the homeland. Going forward, NFCA strongly supports the continued fusion center investment justification requirement, since this will assure that gaps in critical operational capabilities identified in the annual fusion center assessment are addressed across the National Network. Fusion center directors understand the importance of partnering with DHS to assess the development of their centers' critical operational capabilities and using limited resources in part to mitigate capability gaps. This innovation

will help fusion centers incorporate baseline operational standards into their business operations and build a truly integrated National Network of Fusion Centers.

Examples help illustrate the value of the National Network and why the subcommittee should – in our view – restore funding that supports the network in FY 2013. On October 8, 2010, an advisory was sent out by the New York Police Department concerning a suspicious tractor trailer whose driver reportedly diverted its route to Times Square in New York City in exchange for \$10,000. The deployed Department of Homeland Security (DHS) Intelligence Officer (IO) in New York informed several fusion centers in the affected area. Subsequently, the Rhode Island Fusion Center discovered that the original owner of the truck was a California native and asked the Northern California Regional Intelligence Center (Bay Area fusion center) to run a background check based on the owner's information. Within two hours of the advisory's release, information from these two fusion centers was used to coordinate with the Connecticut Intelligence Center, which enabled Connecticut State Police to locate the tractor trailer before it reached its reported target in New York City. The Connecticut State Police searched the vehicle and questioned the driver and passenger. Ultimately, officials concluded that the vehicle was not a threat. The fact that these fusion centers, supported by Department of Homeland Security IOs, were able to turn this incident from a Suspicious Activity Report (SAR) to resolution in a matter of three hours clearly shows the value of the National Network of Fusion Centers in rapidly analyzing and sharing threat information to provide decision makers with actionable information. There is no replacement for this capability.

Last September, less than 24 hours after classified national intelligence indicated a possible 9/11-inspired threat to the homeland, detailed information was sent through DHS and the FBI - in a unified and coordinated manner - to the fusion centers and was put in the hands of local law enforcement. That simple fact represents immense progress in information sharing. Ten years ago, no one would have conceived of the idea of handing down national intelligence to State and local law enforcement. Fusion center analysts across the nation worked around the clock alongside FBI and DHS personnel to analyze suspicious activity reports and leads associated with the New York and Washington, DC threats, and share actionable information with decision makers at all levels. This scenario would have been virtually impossible in the lead-up to 9/11.

What is happening across the country through the fusion centers is much more than information sharing. It is deep, irreplaceable collaboration, and it is impossible to do without the National Network of Fusion Centers. This represents just one more example of how the National Network contributes value to the national homeland security mission.

The value of the National Network is not – and should not be – limited to just counterterrorism. Enhanced analysis and sharing of threat information helps “every day crime-fighting” efforts, together with counterterrorism efforts led by Federal agencies. That is why fusion centers take an “all-crimes” approach to their work. Some people still want to draw a dividing line between terrorism and other crimes; such views are entirely incompatible with reality – you cannot separate crime and terrorism from a prevention and protection point of view. In fact, the reality is that the line is blurring more each day, and to stovepipe these threat sets is to play into the hands of integrated and increasingly sophisticated criminal and terrorist organizations and associated operatives.

Again, examples are illuminating. They clearly help illustrate the value of enhanced information analysis and sharing through the National Network for crime-fighting purposes. The Pennsylvania Criminal Intelligence Center (PaCIC) provided information regarding the abduction and rape of a woman in Mead Township, Pennsylvania, in its August 3, 2010, daily intelligence summary, which included a

description of the suspect as well as his Maine license plate number. Because the suspect had an out-of-state license plate, a fusion center analyst at the PaCIC provided the product to the Maine Intelligence Analysis Center (MIAC) along with details on the case. Based on this coordination, the Maine State Police determined the suspect had fled the United States for Canada. Working with the Royal Canadian Mounted Police in New Brunswick, Canada, the suspect was found and arrested on charges of kidnapping and rape.

Similarly, last July, an alert from the Oklahoma Fusion Center referenced a suspect wanted in connection with a double homicide who was trying to escape to Canada. The North Dakota Fusion Center analyzed the suspect's vehicle and connected with the Arkansas Fusion Center which quickly provided a photo of the suspect. The fusion center released information in an alert to North Dakota law enforcement personnel who apprehended the suspect on the highway that same day. Again, the National Network of Fusion Centers was essential to a quick resolution.

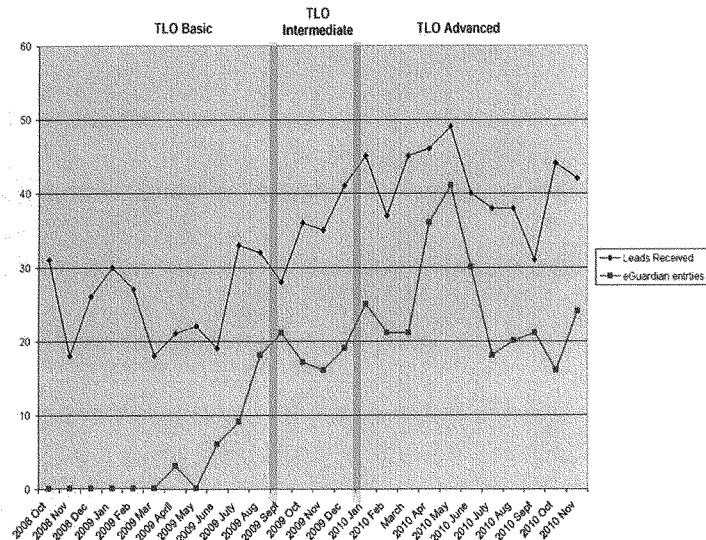
These anecdotes are brushstrokes in a larger picture. They are a few of the many outcomes enabled by the National Network on a daily basis. Since a comprehensive understanding of impact is advantageous to all, the NFCA has worked with DHS and DOJ to develop performance measures for fusion centers that will go beyond the many stories like these. Fusion centers are raising the bar and aim to demonstrate the value of the Network to national information sharing and homeland security outcomes. We understand the importance of standardizing performance measures for programs supported by DHS grant funds, and we are working with DHS to implement a system of performance measurement across the National Network starting with the 2012 Fusion Center Assessment. Our objective is to use this system to validate current efforts, assist in gap-analysis for tight program management and to meet the standards promulgated by OMB under the new GPRAMA legislation. That said, the reality is today that these outcomes are occurring – and so, to be clear, if we are to continue generating them, we need the support of Congress.

When the Federal government expects State, local, and Tribal law enforcement to contribute to overall homeland security efforts, there should be a commensurate commitment by the Federal government to making sure State and local officers are adequately prepared to do that. One of the most important ways for accomplishing that coordinated effort is through the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI). Outstanding collaboration between Federal, State, local, and Tribal agencies through the NSI has resulted in standardization of SAR reporting and analysis policies and practices. Training developed through the NSI and facilitated through fusion centers has led to dramatic improvements in the quantity and quality of SARs reported to Federal, State, and local law enforcement. Tens of thousands of law enforcement officers have been trained to recognize *behavior-based* indicators of terrorism. The NSI also ensures that a primary focus – in both training and practice – is placed on protection of citizens' privacy, civil rights, and civil liberties.

The cascading effects of good coordination occur in multiple places. Many fusion centers have active Terrorism Liaison Officer (TLO) programs. TLO programs train designated law enforcement officers, firefighters, state and federal agents, military investigative personnel, analysts, and others involved with public safety and homeland security. These individuals are trained through fusion centers to serve as the principal point of contact for their agency in matters related to terrorism information and intelligence. The positive effects of this coordinated effort are significant.

For example, one fusion center – the Central California Intelligence Center (CCIC) – has consistently tracked data on TLO training and has observed a correlation between the level of training provided and the amount and quality of SARs reported to the fusion center. That correlation was

evident from the beginning of the program in 2007. In 2009, there was a sufficient number of TLOs trained at the basic level of competence and ready to receive the intermediate level training. Again, there was an increase in the quality and quantity of SARs reported to the fusion center. In 2010, the CCIC moved more resources into advanced level training. The result was again a spike in quality reporting which translated into enhanced support for the FBI's Joint Terrorism Task Force (JTTF). The CCIC chart below illustrates the correlation between SAR training and SAR reporting. This data clearly demonstrates a need for sustained federal resources for SAR training.



Fusion centers within the National Network are partly sustained by federal grant dollars through UASI and SHSGP. Some fusion centers receive little or no federal funding to support their operations (e.g. Tennessee Fusion Center, Michigan Intelligence Operations Center, Florida Fusion Center). Some are funded almost entirely with federal grant funding (e.g. Northern California Regional Intelligence Center, South Dakota Fusion Center, North Carolina Information and Analysis Center). Some have multi-million dollar budgets, and some operate on less than \$1 million per year. Roughly 60% of the overall cost of the National Network is paid for by state and local agencies. Of the roughly 40% Federal investment in the network, roughly two-thirds comes through SHSGP, roughly one-third comes through UASI, and a very small percentage comes from other federal grant programs. Notably, it is the Federal investment – primarily via DHS grants – that assures the Network is able to contribute to the homeland security intelligence and information sharing mission. Absent that commitment to the timely analysis and sharing of critical information, the process will not be capable of addressing the universe of threats that we know confront our Nation.

Since each fusion center is of necessity owned and operated by a state or local agency, budget decisions for each fusion center rest at the state and local level. A funding model that works in Alabama may not work in Boston, and flexibility of a state or major urban area to determine how their center is supported is an essential element of the Network. The Alabama Fusion Center budget was \$800,000 in

FY 2011, with 50% of that coming from the State General Fund, and 50% from DHS SHSGP funds. The North Carolina Information and Analysis Center budget was \$683,000 in FY 2011, with 77% coming from DHS SHSGP grant funds and 23% from U.S. DOJ grant funds.

One common misperception that must be corrected is that fusion centers duplicate other joint law enforcement and counterterrorism efforts. That is not the case; they do not duplicate, they objectively *add* what others cannot add – complementing with vital granular data and analysis the information that others possess – to allow timely action against identified threats. FBI Joint Terrorism Task Forces (JTTFs) play the lead role in counterterrorism investigations. Owned and operated by the FBI with close cooperation and participation by state and local partners, JTTFs are key “customers” of fusion center analytical products. The National Network of Fusion Centers supports the dissemination of information from JTTFs to the broader public safety community. JTTFs deal primarily with terrorism and other criminal matters related to various aspects of the counterterrorism mission. Fusion centers generally take an all-crimes approach and deal with criminal, terrorism, and other public safety matters across multiple disciplines. JTTFs primarily conduct terrorism investigations and share intelligence with law enforcement and homeland security agencies as appropriate.

By contrast, fusion centers analyze and assess *local* implications of national threat information and produce actionable intelligence for dissemination to public safety stakeholders in their area of responsibility and beyond. In short, fusion centers do not duplicate the functions of JTTFs, and JTTFs are not organized to achieve the missions of fusion centers. The two programs both have complementary and critical missions. Both are essential to effective homeland security information sharing and investigations. Congress must ensure that *both* efforts are fully supported if the outcome sought is seamless, well-informed, effective protection of this Nation.

The Criminal Intelligence Coordinating Council (CICC) is a strong and trusted mechanism for coordinating all the relevant stakeholders in this mission. The CICC and its research arm – the Global Intelligence Working Group (GIWG) – have been responsible for developing and fostering nationwide adoption of standards for sharing criminal intelligence. The GIWG and the CICC are critical parts of the process, since they focus on the development of documents that have the force of national policy and are widely adhered to. They have facilitated the development of the National Criminal Intelligence Sharing Plan, Law Enforcement Analytic Standards, technical data exchange standards, Fusion Center Privacy Policies, Fusion Center Guidelines, Baseline Capabilities for Fusion Centers, and have contributed to the National Strategy for Information Sharing, among other important initiatives. This institutionalized collaboration in the development of policy is needed to ensure the continued commitment and building of trust among the greatest possible number of stakeholders.

Objectively, intelligence sharing among all public safety stakeholders has improved dramatically since 9/11. There has been an unprecedented level of collaboration among those stakeholders to develop the policies, procedures, training, and mechanisms to share information. The NFCA works regularly with the International Association of Chiefs of Police (IACP), the Association of State Criminal Investigative Agencies (ASCI), the Major Cities Police Chiefs’ Association (MCC), and other state and local public safety groups to coordinate improvements in information sharing policies and practices. The National Network of Fusion Centers is the focal point of ongoing efforts.

The DHS Office of Intelligence and Analysis, the FBI, the DOJ Office of Justice Programs, and the Program Manager for the Information Sharing Environment (ISE) have been essential partners. Their support has been indispensable in making these improvements possible. But today that progress is threatened by the significant cuts in DHS grant support to State and local governments. **The NFCA**

strongly urges Congress to prevent our progress from being reversed by restoring funding in FY 2013 to the grant programs and ensuring that support for prevention and protection efforts – specifically the National Network of Fusion Centers – is explicitly preserved. As stated in the *National Strategy for Information Sharing* (October 2007), “The Federal Government will support the establishment of these centers and help sustain them through grant funding, technical assistance, and training to achieve a baseline level of capability and to help ensure compliance with all applicable privacy laws.”

FY 2013 National Preparedness Grant Program (NPGP) Proposal

The proposal in the President’s FY 2013 Budget Request to restructure DHS State and Local grants reflects serious and well-intentioned thinking. I believe that program consolidation is generally necessary when resources are scarce, and the Secretary’s FY 2012 funding allocations and grant guidance move us in the right direction. While reauthorization of the department overall is needed as soon as possible, I believe the proposal to consolidate programs under a National Preparedness Grant Program can be achieved under existing law and with revised grant guidance.

Since 9/11, nearly \$40 billion has been invested in building Homeland Security capabilities through grants to good effect. The lion’s share of this funding directed to response and recovery activities. I think it is safe to say we are much more prepared today to respond to and recover from acts of God and acts of Man that may threaten our Homeland than we were prior to 9/11. One only has to look at the increased effectiveness of FEMA supporting communities last year in Missouri and Alabama – and right now across the Midwest – to see the effect of Congressional support and the leadership of Administrator Fugate and Chief Paulison.

While progress on the response side is evident, Congress needs to continue to ensure that DHS measures the effectiveness these grant programs are having in making this nation more capable to prevent, protect, and – if necessary – respond to acts of terrorism. I understand that the latest National Preparedness Report is likely to be much more comprehensive than previous efforts. That said, a single annual report does not answer the question of how effective we have been and continue to be in the execution of preparedness grant programs. Until the Department fully implements a Planning, Programming and Budgeting System (PPBS) that assesses all impacts of Federal investment we will never be able to determine whether 100 new Border Patrol agents or another \$10M in Operation Stonegarden funding provides the best return on investment for the Federal taxpayer.

In closing, the NFCA applauds both Congress’ appropriations and the Administration’s requests for the Assistance to Firefighters Grant (AFG) and Emergency Management Performance Grant (EMPG) programs. In the middle of a recession, these programs have seen over the last two to three years the highest levels of funding in their history – and this is good news. We need to ensure that funding through other DHS preparedness programs focuses on the enhancement and continued sustenance of prevention and protection activities.

On balance, the NFCA supports the intent of the President’s FY 2013 Budget to consolidate FEMA grant programs. We also support the restoration of preparedness funds in the President’s Budget. We look forward to working with the Department and Congress to ensure an enhanced and sustained focus on prevention and protection measures.

Mr. Chairman, thank you on behalf of the National Fusion Center Association for the opportunity to share my views.

Mr. ADERHOLT. Mr. Mullen.

Mr. MULLEN. Thank you, Chairman Aderholt, Ranking Member Price, and members of the Subcommittee so much for the opportunity to provide some brief comments this morning on our submitted statement for the record.

NEMA was very pleased to see the progress made by the administration in their 2013 budget proposal. We should be, because since June of last year in direct response to Congress' call for reform NEMA has worked on developing a new comprehensive preparedness grant system.

The current grant structure is complex and contradictory often, creating too many opportunities for uncoordinated efforts. As many on this committee have stated before, the current fiscal condition of this nation requires us to invest every dollar more wisely than ever. We appreciate your continued support over the years of the Emergency Management Performance Grant, or EMPG. NEMA remains committed to demonstrating to you the return on your investment in this program and recently released our second annual report on EMPG.

NEMA believes we can gain efficiencies in the grant system to increase the effectiveness of our mission. We can achieve increased flexibility while gaining much needed accountability, but changes must be made to the structure under which we operate.

First, a skilled cadre is necessary in order to effectively complete the Threat Hazard Identification Risk Assessment, or THIRA, and a comprehensive planning process outlined in our proposal. We propose keeping EMPG as is and begin a similarly structure grant for homeland security professionals allowing a State and local focus on preventing terrorist acts to continue. Once the THIRA is completed a comprehensive planning process is required. Current planning efforts seem driven more by funding levels than on the capabilities we need to confront threats and hazards. We recommended turning this process upside down and allocate funding based on the THIRA and the development of capabilities to address gaps, buy down risk, and most importantly build performance measurement into each project.

The THIRA and subsequent plan feed intelligent investments in national aspects. We like aspects of the proposed National Preparedness Grant Program of the President's 2013 budget but suggest it be project based. Applications should be evaluated by a multidisciplinary and multijurisdictional committee prior to review by the state administrative agency. Local governments should be encouraged to band together and apply directly when they share a common threat or hazard.

This opportunity for combinations of local governments to participate specifically addresses the UASI question. Due to their size and inherent threat tier one UASI cities should continue to be directly funded. By allowing other combinations of local governments to apply directly those remaining UASI jurisdictions can continue participating in the process and receive funding without that annual fear of falling off the list.

Overall this process is about building and sustaining capabilities across the country; encouraging innovation, self-organization, and regionalization where local decision makers wish to do so; empow-

ering local governments to decide which projects they want to fund; providing visibility to all levels of government and helping remove politics from preparedness decisions; recognizing the interdependencies across this country; and most importantly it is flexibility with accountability.

One tenet of the NEMA proposal stands above all others. As Chairman Rogers reminded last year President Eisenhower stated our nation deserves security, but we also deserve solvency. In these budget constrained times NEMA remains committed to working with you and achieving both of these goals.

Through this process we wanted to initiate a dialogue with all stakeholders and we thank you for this forum to do just that. I appreciate the opportunity to participate in this hearing and I look forward to any questions you may have.

[The information follows:]

MR. JIM MULLEN

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Director, Washington Military Department Emergency Management Division**

**STATEMENT FOR THE RECORD
Submitted to the House Committee on Appropriations
Subcommittee on Homeland Security
United States House of Representatives**

Appropriations for the Department of Homeland Security – Fiscal Year 2013

March 7, 2012

Introduction

Chairman Aderholt, Congressman Price, and distinguished members of the Committee; thank you for the opportunity to present testimony today on behalf of the National Emergency Management Association (NEMA). NEMA represents the state emergency management directors of all 50 states, the District of Columbia, and the U.S. Territories.

Since the inception of the State Homeland Security Grant Program (SHSGP), NEMA has maintained support of these grants as critical resources to help state and local governments build and sustain capabilities to address the various threats and hazards they face. Also, the Emergency Management Performance Grant (EMPG) has long been the backbone of the emergency management system, and we continue to appreciate your support for this critical program. On Monday, NEMA released a second annual report on the return on investment in EMPG. We hope you will find the report as informative as you did last year since it helps justify the necessity of this program.

During the fiscal year 2012 budget discussions of last summer, I spoke with the NEMA Board of Directors about a possible new approach to the full suite of grants within the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS). Congress had repeatedly expressed the need for answers to lingering questions about the effectiveness and performance of the suite of FEMA grant programs. Therefore, we decided the time had come to develop an innovative approach to grants that goes beyond simply requesting additional funding.

The Process

This Committee was clear in its desire for grant reform in the fiscal 2012 budget of May 2011. Shortly after that budget was reported to the full committee, NEMA submitted a letter to Chairman Aderholt and

Congressman Price of this Committee as well as Chairman Landrieu and Senator Coats of the Senate Appropriations Subcommittee on Homeland Security. The letter outlined an effort which would begin with a report on the effectiveness of the Homeland Security Grant Program, submitted to you July 2011, and culminate with a grants reform proposal which was submitted to you January 3, 2012.

The effort to develop this *Proposal for a Comprehensive Preparedness Grants Structure* began over the summer and produced more than twenty drafts of concepts. From the beginning, we wanted to address your long-standing concerns with these programs without repeating the assumptions of the past. We also wanted to take into account current initiatives within FEMA. We assembled a group of homeland security and emergency management professionals from across the country including state emergency management directors, governors' homeland security advisors, and those with both responsibilities. An important detail to remember is that many of the authors come from a range of backgrounds including the military, emergency medicine, law enforcement, fire, and emergency management.

We were not trying to reinvent the grant programs from scratch, but rather take ten years of experience to create the next logical iteration of these programs. The NEMA membership approved this document at our annual conference in October 2011. The final product is not meant to be legislative language or grant guidance, but rather one focusing on principles and values with a suggested concept for reorganization providing grantees increased flexibility and more comprehensive accountability to Congress.

Perhaps the least difficult aspect of the proposal to develop was the principles and values. As we have discussed our plan with others, few seem to disagree with the tenets of supporting PPD-8; building a culture of collaboration; the ability to be agile and adaptive to confront changing hazards; building and sustaining capabilities; encouraging innovation; providing full visibility to all stakeholders; and recognizing the interdependencies of our national systems. The importance of these principles and values highlight a critical point in any retrospective on homeland security grants. Regardless of our country's fiscal situation, physical security and economic security are not mutually exclusive and can be achieved with a more streamlined grant structure.

The Proposal

Under the proposal, states would be awarded three allocations from DHS including EMPG, a new homeland security cadre grant, and a project-based investment and innovation grant. These three grants would replace the myriad grants within the suite of homeland security grants as well as the Predisaster

Mitigation Grant Program. The important point to remember throughout this entire discussion is that *everyone who currently receives grant funding continues to be eligible under this proposed system.*

The full four-page proposal is included with this statement to be submitted to the record, but there are five basic components:

1. **The THIRA.** Regardless of a grant reform initiative, FEMA is instituting the requirement under PPD-8 for each state to conduct and maintain a comprehensive Threat Hazard Identification Risk Assessment (THIRA) in partnership with the DHS and state officials. In our view, this process will have limited effectiveness if implemented in the current grant system due to shortcomings in the planning process. The information gathered through the THIRA, however, is paramount to supporting a comprehensive planning system.
2. **Comprehensive Planning.** Current planning efforts are fiscally-centric and focus on capabilities based on expected funding. This approach impedes the effectiveness of the THIRA process. It also limits our ability to measure progress and capabilities. NEMA proposes the follow-up action to the THIRA be a comprehensive preparedness plan which examines the full range of needs, capabilities, and requirements to help buy-down risk. As funding is allocated against long-range priorities, the delta between “need” and “capability” will become measurable over time. This analysis will aid Congress in determining how much funding is needed to buy-down the desired amount of risk and a more detailed accounting of “what we are getting for the money?”
3. **Skilled Cadre.** A skilled cadre including homeland security and emergency management personnel is imperative within any comprehensive preparedness system. Responsibilities for this cadre would include maintaining all-hazard planning efforts, remaining current with appropriate levels of training and exercises, supporting national priorities as outlined in PPD-8, conducting public education, and grants management. The cadre-based grants will also support both the comprehensive THIRA in coordination with DHS and the comprehensive preparedness strategy to assess current capabilities and determine future requirements.
4. **Investment Grants.** A majority of the funding through this new system would go toward investment grants still made through a single allocation to the state. Unlike the current system, the proposed system would be project-based. The State Administrative Agency (SAA) and local governments (as well as combinations of grantees) would apply for funding based off their completed THIRA and comprehensive preparedness strategy. These applications are reviewed by

a multi-disciplinary and multi-jurisdictional advisory committee, and the SAA makes awards as appropriate. This construct especially provides stability for jurisdictions currently operating in the Urban Area Security Initiative (UASI), ensuring a city can never again “fall off the list.” Due to their significant security issues, Tier 1 UASI’s should continue to be funded directly. This will ensure every urban area will be part of the THIRA and application process and no one is left out.

By realizing these economies of scale, several advantages are revealed:

- All current grant applicants remain eligible to receive funding including local jurisdictions, ports, modes of transportation, and urban areas.
- This new system ensures all grantees are integrated within the state and local THIRA process as well as national priorities. HSAs, SAAs, and emergency management directors have far more visibility on allocation of funds within the state and how projects and jurisdictions are working together for maximum efficiency of the taxpayer dollars.
- The comprehensive preparedness strategy demonstrates to Congress and the Administration where funding is utilized and how it is leveraged against existing gaps.
- This proposal allows the grant system to align with the new PPD-8 environment.

The President’s Budget

NEMA was pleased to see the Administration also contribute to the dialogue of grant reform through their fiscal year 2013 budget proposal. While we were encouraged in seeing the Administration echo many of our recommendations, as we have stated all along, a continued dialogue would be necessary.

The Administration’s grant reform proposal appears based on many of the principles and values outlined by the NEMA proposal including support of the five mission areas of PPD- 8; a culture of collaboration; agility and adaptability of the funds against threats and hazards; a strong and robust cadre of emergency management and homeland security personnel; recognition of the interdependencies of our national systems; increased accountability; and, flexibility at all levels of government. We would suggest there remain several aspects of the President’s budget proposal which requires additional clarity:

- Those cities currently categorized as “Tier 1” in the UASI program should be directly funded provided they also participate in the THIRA and comprehensive planning process. Furthermore, other units of government such as transit and port authorities or self-organized regions of governments should be allowed to apply for funding through the states as well.

- The THIRA process must focus on state and local governments and include consequences of loss in the analysis. The system must also include the full range of stakeholders including health, law enforcement, fire, land use, transportation, and the private sector.
- The Administration's definition of "regionalization" in terms of application review requires additional clarification. Such peer review is really best handled at the state level and should focus on setting priorities for projects. Any national review should be on the state's priorities overall and not a micro review of individual projects.
- NEMA suggests only a small amount of the total grant funding be held by DHS for competitive pilot projects to spark innovation. Competition at the project level cannot be calculated by separate groups or reduced to subjective grading. Up to five percent of the funding should be utilized to support innovative projects. The remainder of the funding from the investment grant can then be devoted to project-based applications by state and local grantees. By reducing layers of review that impede the flexibility of the funding, an efficient and effective flow of funding can be realized for state and local projects.

Fortunately, each of these issues was addressed in the NEMA proposal, and we remain confident a prudent approach forward can be found.

As these critical issues to the safety and security of our nation are being discussed, we hope you have been contacted by other associations and stakeholders providing innovative ideas. NEMA has been relentless in these past months working to develop a truly national approach while conducting a productive and forward-thinking dialogue. We feel strongly that the emergency management and homeland security community and representatives of all levels of government and disciplines must come together with national leaders to promote effective change and improve efficiencies in our preparedness system.

Conclusion

We greatly appreciate the opportunity to come before this Committee and begin the discussion of comprehensive grant reform in an open and honest forum. We remain confident in the process we undertook and feel the final product is a good first step toward true reform and efficiencies.

This nation deserves security, but we also deserve solvency; and in these budget-constrained times, NEMA remains committed to working with you in achieving both of these goals.

Proposal for a Comprehensive Preparedness Grants Structure

December 2011

Background

This nation has made great strides in improving our safety and security. We have more comprehensive interoperable communications systems, regional response assets, a national system of intelligence fusion centers, and an unprecedented level of collaboration and teamwork among state and local responders.

Such programs as the Emergency Management Performance Grant (EMPG) Program and the Homeland Security Grant Program (HSGP) have done much to help public safety, law enforcement, emergency management, and a myriad of other professionals conduct a broad range of preparedness functions. From our neighborhood communities through all levels of government, we have acquired resources, achieved collaboration, and built systems to mitigate, prevent, prepare for, and respond to natural hazards and terrorist threats.

The current grants structure is complex and often contradictory. This creates unintended inefficiencies in investments and duplication of efforts. The current and continuing fiscal condition of our nation requires us to invest every dollar more wisely than ever before. We want to gain efficiencies in our grants so that we can increase the effectiveness of our mission.

We cannot continue to segregate our efforts just because we did so in the past. We must integrate our efforts so that we are agile in confronting any threat to the homeland, whether it is natural, technological or human-caused. We must build strengths and capabilities that are effective against many threats, reduce the consequences of many hazards, and thus reduce the risks to our nation. We, therefore, require a comprehensive preparedness grants system to fulfill the requirements of those professionals with critical homeland security and emergency management responsibilities.

Principles & Values

This nation – its people and their vital interests – deserves and expects an effective and efficient national preparedness system providing safety and security. Therefore, this system must:

- ***Support and enable the five mission areas of Presidential Policy Directive 8 (PPD-8):*** prevention, protection, response, recovery, and mitigation.
- ***Build a culture of collaboration enabling a posture of preparedness*** for all hazards – from nature, terrorists, or technology – capable of disrupting the social and economic equilibrium of our nation.
- ***Be agile and adaptive to confront changing hazards,*** emerging threats, and increasing risks.
- ***Be unified on goals, objectives, and strategy*** among federal, state, tribal, local, and territorial partners and with the private sector, non-governmental organizations, and the public at large.
- ***Build and sustain a skilled cadre across the nation*** that is well organized, rigorously trained, vigorously exercised, properly equipped, prepared for all hazards, focused on core capabilities, and resourced for both the most serious and most likely threats and hazards. This cadre will be an

asset to the nation through mutual aid, other assistance between states and regions, or for national teams.

- ***Build, enhance, and sustain*** capabilities, self-reliance of the public, and resilience of our communities and nation.
- ***Reflect the fiscal responsibilities and limitations*** of the present and the future. This nation deserves safety and security, but it also deserves solvency. A state and local grant system must enable investments in capabilities that are of value to communities, regions, states, and the nation.
- ***Continually encourage innovation*** and ceaselessly weed out waste and inefficiencies.
- ***Encourage states and communities to self-organize*** with their neighbors to protect vital supply lines and assets and infrastructure of mutual value and to enable swift, coordinated response.
- ***Recognize that states, tribes, territories, and local communities know their jurisdictions best.*** They must have flexibility to set priorities, design solutions, and adapt to rapidly changing conditions. This must be done with full accountability.
- ***Provide full visibility to states, tribes, territories, and local communities of all federal homeland security and emergency management activities,*** investments, and programs within their jurisdictions. This disclosure is essential for full understanding of capabilities to address threats, hazards, and risks.
- ***Reinforce the value of leveraging federal investments with contributions*** from states, tribes, territories, and local governments and demonstrate the day-to-day value to jurisdictions.
- ***Continue to encourage and enable wide participation in review of projects and investments.***
- ***Recognize the complex interdependencies of our national systems,*** particularly the movement of goods, services, and people. The vulnerabilities of a jurisdiction often lie outside its borders and outside its ability to address them.

Purpose

We call upon Congress and the president to consider this proposal to reform state and local grants for the safety and security of our nation. To this end, we seek to:

- Encourage states, tribes, territories, and local governments to prepare and adopt comprehensive plans based upon *their* evaluation of threats, hazards, risks, and vulnerabilities facing them;
- Outline a program of grants to states, tribes, territories, and local governments or combinations of governments improving and strengthening the nation's homeland security and emergency management capabilities; and
- Encourage research, development, competition, and innovation enhancing the effectiveness and efficiency of emergency management and homeland security and the development of new methods for the prevention, preparedness, response, recovery, and mitigation of natural disasters and acts of terrorism.

This proposal presents a system enabling greater effectiveness in the mission with greater efficiency of resources. Over the past decade states, tribes, territories, and local governments have created new organizational structures, gained invaluable experience, and increased our capacity to manage multiple threats and hazards.

The high incidence of natural disasters and terrorist threats in the United States challenges the peace, security, and general welfare of the nation and its citizens. To ensure the greater safety of the people, homeland security and emergency management efforts must work together with shared responsibilities, supporting capabilities, and measurable progress towards a national goal. This unity of effort is essential to achieve the vital objectives of PPD-8 and success of the National Preparedness System.

This proposal outlines a system in which preparedness is a deterrent, prevention is achieved through collaboration, mitigation is a national value, and response and recovery encompass the “whole of community.” But the system works only where the principles guide the plans and where ideas lead to action. This reformed grant system shares control with those on the front line, enables flexibility while strengthening accountability, and ensures fiscal sustainability. State and local governments cannot do this alone.

A Comprehensive Preparedness Grants System

A truly comprehensive preparedness grants system must allow for each state to determine core capabilities, set priorities in a flexible manner, and measure performance and effectiveness. This proposal recommends the creation or continuation of grants to coordinate planning, measure effectiveness, develop and sustain a skilled cadre, and invest in effective and efficient projects.

Planning

- Conduct and maintain within each state a comprehensive Threat Hazard Identification Risk Assessment (THIRA) in concert with Department of Homeland Security (DHS) and state officials.
- Develop a comprehensive preparedness strategy to assess current capabilities, determine future requirements, and evaluate recent progress and initiatives.
- The strategy will focus on identified gaps and contain goals and objectives to fill those gaps. The objectives will be prioritized and funds will be prioritized to fill the most important gaps accordingly. Identifying existing additional capability that is owned and maintained by other jurisdictions and readily available for response through mutual aid should be an important planning activity.

A Skilled Cadre

A skilled cadre is imperative within any comprehensive preparedness system and should be supported through a grants program. This skilled cadre includes emergency management and homeland security personnel. Since such expertise remains the backbone of any system, their responsibilities would include (but not be limited to):

- Build and support statewide emergency management and homeland security all-hazards planning.
- Provide comprehensive and appropriate levels of training and conduct exercises for state and local personnel across the full spectrum of emergency management and homeland security responsibilities.
- Support the national priorities outlined in PPD-8 and the National Preparedness Goal.
- Conduct public education and outreach to further whole of community preparedness.

Within the skilled cadre grant, the existing EMPG would continue in its present form, including allocation method, match requirement, management, appropriate funding, and flexibility. The existing

policy continues that allows emergency management to administer EMPG if not the State Administering Agency (SAA).

A similar grant program will be established for state homeland security professionals affording the same opportunity to build and sustain a skilled cadre of personnel. This grant would be modeled after EMPG which has been proven highly effective due to the flexibility it provides along with accountability. EMPG currently maintains a 50-50 match requirement. Any match on the cadre-based grant for homeland security professionals should be instituted with a soft match option, and done so gradually over time in consultation with the states and professions involved.

Investments and Innovation

Many capabilities identified in the comprehensive planning system will require investment in longer-term projects and procurement to achieve needed levels of effectiveness. An investment grant program will enable decisions on priorities across the broad range of emergency management and homeland security functions. This also enables swift adjustments in priorities in light of changing threats or increasing risks.

Unlike the homeland security cadre-based grant in which the SAA determines the allocation of funds to state and local jurisdictions, the investment grant focuses on sub-grantee applications for projects and other investments based on similarly comprehensive planning efforts at the local or regional level. States should establish and maintain a multi-disciplinary review committee that advises on investments and projects.

Eligible applicants to the investment grant include all currently eligible grant recipients under HSGP, local governments or combinations of governments, urban areas, regions, or other state-level agencies conducting appropriate preparedness activities. States with urban areas currently classified as "Tier 1" by DHS will continue to receive funding specifically for those areas, upon completion of a comprehensive preparedness strategy that has been approved by the state. Funding that would have been allocated to other participants in the current UASI program should be placed into the investment grant.

Eligible expenditures for investment grants should encompass all functions of the currently separate programs and the priorities of PPD-8, including equipment purchase and transfer, construction of emergency operation centers or similar facilities, special response units, critical infrastructure and key resource protection, medical surge, protection and resilience, information sharing and intelligence, and grant management and administrative costs. Pre-disaster mitigation should be an eligible project under investment grants and due consideration given to disaster loss reduction and resilience initiatives. Substantial data exists to justify continued pre-disaster mitigation programs in determining any set of priorities, and the disaster mitigation community's interests groups must be intimately engaged in the grant prioritization process. Flood mitigation assistance and repetitive loss grants are not included as they are funded through the National Flood Insurance Program by insurance proceeds paid by policy holders. Furthermore, to continue supporting a culture of innovation, up to five percent of the total investment grant award may be distributed by DHS to unique and innovative programs across the nation to encourage best practices.

An Overview of the System

- Each state conducts and maintains a comprehensive Threat Hazard Identification Risk Assessment (THIRA) in concert with Department of Homeland Security (DHS) and state officials.
- A comprehensive preparedness strategy is developed to assess current capabilities, determine future requirements, and evaluate recent progress and initiatives.

- The state is awarded three allocations from DHS, including one for EMPG, one for the new homeland security cadre grant, and one for the new investment and innovation grant.
- Applicants will apply for funds from the investment grant based upon completed preparedness strategies. Applications are reviewed by a multi-disciplinary advisory committee, and the SAA makes awards as appropriate.

Conclusion

Our nation faces enduring hazards, pervasive threats, and ever-changing risks. Our current system lacks the agility to adapt swiftly or convert ideas into action. We need the nation to unite in a common vision of national preparedness, resilience, and self-reliance. This proposal enables states, tribes, territories, and local government to leverage their own resources with the federal investment to build this vision and be accountable for achieving it. We need all levels of government, supported by all professions and disciplines, to unite in this innovative national preparedness system.

Mr. ADERHOLT. Thank you. Mr. DePallo.

Mr. DEPALLO. Good morning Chairman Aderholt, and Ranking Member Price, and Members of the Subcommittee. My name is Michael DePallo and I thank you for the opportunity to offer testimony. I am the Director and General Manager of the Port Authority Trans-Hudson Corporation, or PATH, a subsidiary of the Port Authority of New York and New Jersey. Today I am testifying as Chairman of the Security Affairs Steering Committee of the American Public Transportation Association.

Mr. Chairman, according to the Mineta Transportation Institute since 1970 more than 2,000 separate attacks have occurred worldwide on surface transportation, causing over 6,000 deaths and approximately 19,000 injuries. The Government Accountability Office along with various government agencies have reported on or testified to Congress that public transportation in America remains vulnerable to terrorist attacks and that al-Qaeda remains interested in targeting the transit sector. And that more needs to be done to prevent and prepare for such a potential attack.

While we have been very fortunate to date in not having a direct terrorist attack carried out in our transit systems, we have indeed foiled plots and arrested individuals who intended to attack our systems. Let me especially note that PATH has experienced the tremendous devastation of a terrorist attack as a result of the horrific attacks on the World Trade Center in 1993 and 2001. For this and many other reasons I feel strongly that the funding commitment to fortifying our systems must match the recognized risks and threats.

There is a tremendous need for security grants to secure and fortify our transit systems across the country. In 2010 an APTA survey of its members found security investment needs in excess of \$6.4 billion nationwide. This stated need contrasts with the recent trends in cuts to transit security grant programs, including the fiscal year 2012 allocation of \$87 million in transit security. I urge Congress to restore appropriations for the Transit Security Grant Program in this and subsequent appropriation bills.

While there is good policy represented in the fiscal year 2012 grant guidance and fiscal year 2013 National Preparedness Grant Program, we do have some thoughts about elements of both. Specifically we are concerned with the new 24 month grant period for performance on all projects, a reduction from the previous three to give year allowable expenditure period. Also, since PATH assets are included on the top transit asset list, the TTAL, I would welcome this risk-based funding approach, an approach that APTA agrees with. However, speaking on behalf of the larger industry, including thousands of assets not listed on the TTAL, I recognize that the narrow funding approach could preclude other important security improvements from receiving funding consideration under such limited transit security dollars availability.

There are also concerns with the elimination of the TSGP from the National Preparedness Grant Program and we call for a sufficiently funded targeted grant program for public transportation security as envisioned in the 9/11 Commission Act.

And finally APTA supports the approach that Congress has consistently endorsed in legislation that allows grants to be provided

directly to the transit agencies as opposed to requiring applications be made through the state administrative agency.

Before closing I want to inject a personal note on behalf of the Port Authority Executive Director Patrick Foye, who along with myself and other Port Authority staff, are honored to be hosting Chairman Aderholt, Ranking Member Price, and Committee Members Lowey and Dent next week at the World Trade Center site. We are looking forward to showing you how the Port Authority has utilized and can continue to utilize federal homeland security dollars to support our own investments in security initiatives at this site of national historic significance that continues to be one of the highest risk targets in our nation.

Thank you for the opportunity to testify on these critical security issues and I welcome any questions you may have. Thank you.

[The information follows:]

WRITTEN STATEMENT

**MICHAEL P. DEPALLO
DIRECTOR AND GENERAL MANAGER
PORT AUTHORITY TRANS-HUDSON CORPORATION**

**ON BEHALF OF
THE AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA)**

BEFORE THE

**HOUSE COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEE ON HOMELAND SECURITY**

MARCH 7, 2012

**ON
PUBLIC TRANSPORTATION SECURITY INVESTMENTS
FOR FISCAL YEAR 2013**



Good morning Chairman Alderholt, Ranking Member Price and members of the Subcommittee. My name is Michael DePallo and I thank you for the opportunity to offer my testimony. I am the Director and General Manager of the Port Authority Trans-Hudson Corporation, or PATH, which is a subsidiary of The Port Authority of New York and New Jersey. PATH is the seventh largest heavy rail operator in the nation, providing 76 million passenger trips per year. It is the primary transit link between Manhattan, the hub of the world financial market, and neighboring New Jersey urban and suburban communities. Today I am testifying as a representative of public transportation systems across our country as I have the privilege of serving as the Chairman of the Security Affairs Steering Committee of the American Public Transportation Association (APTA) as well as Chair of the Mass Transit Sector Security Coordinating Council (SCC). The Committee and Council include representatives from a number of high-risk, Tier I transit agencies from across the country which collectively inform and guide our views. In accordance with the National Infrastructure Protection Plan, APTA has been tasked by Department of Homeland Security (DHS) to administer the on-going activities of the Mass Transit Sector Coordinating Council (SCC). I am honored to lead such groups.

ABOUT APTA

APTA is a nonprofit international association of nearly 1,500 public and private member organizations, including transit systems and commuter, intercity and high-speed rail operators; planning, design, construction, and finance firms; product and service providers; academic institutions; transit associations and state departments of transportation. APTA members serve the public interest by providing safe, efficient, and economical public transportation services and products. More than ninety percent of the people using public transportation in the United States and Canada are served by APTA member systems.

Need for Continued Partnership

Let me start by clearly stating that the safety and security of our public transportation systems depends on a mutual commitment of Congress, our federal agency partners and public transportation providers to work together in a strong and effective collaborative relationship. As partners, we must work together but also operate efficiently and strategically in our respective roles.

Congress

I am compelled to urge Congress to acknowledge the risk that our citizens and transit systems continue to face, and ask that, even in these fiscally constrained times, you restore appropriations for the Transit Security Grant Program (TSGP) in this and subsequent appropriation bills. The transit industry asks that you carefully consider the significant security investment needs that persist for our agencies, our employees and the riders we serve. We ask you to reverse the recent trend in cuts to these important grant programs. We are very concerned about the recent decline in transit security funding where, presently in FY2012, we see an allocation of less than \$90 million for transit security. This level is woefully short of the industry's capital needs, and really not enough to address needs at my own agency. As recently as FY2009, federal funding for transit security was set at nearly \$400 million. In 2010, an APTA survey of its members found security investment needs in excess of \$6.4 billion nationwide. These are funds that our agencies simply do not have, as overall funding constraints have led to service cuts, personnel layoffs and fare increases. While there is no indication that our collective security concerns have diminished and the backlog of needed projects continues to grow, federal security grant funds have declined precipitously.

Many have researched, written and even offered testimony before this Subcommittee on the history of terrorist attacks, most notably the work of the Federally funded and chartered, independent Mineta Transportation Institute (MTI), which has documented more than 2,000 separate attacks on

surface transportation – 1,223 involving bombs and incendiaries – since 1970. These attacks caused 6,190 deaths and approximately 19,000 injuries.

Additionally, the Government Accountability Office (GAO), along with the TSA Office of Intelligence, the TSA Office of the Inspector General and the Director of the National Counterterrorism Center (NCTC) have reported on or testified to Congress that public transportation in America remains vulnerable to terrorist attack, that al-Qa'ida remains interested in targeting the sector, and that more needs to be done to prevent and prepare for such a potential attack. Late last year the NCTC testified that the “al-Qa'ida core believed targets worthy of the group's focus included prominent transportation, infrastructure, economic, and political targets.” There is wide agreement that public transportation systems continue to be desired terrorists targets. While we have been very fortunate to date in not having a terrorist attack carried out in our transit systems, we have indeed foiled recent plots and arrested individuals who intended to attack our systems. We believe it is appropriate that the funding commitment to fortifying our systems match the recognized risks and threats.

In addition to TSGP funding, let me briefly mention two other programs that are priorities for our industry. We are pleased with the collaborative efforts of Transportation Security Administration's (TSA) Transportation Sector Network Management (TSNM) Mass Transit Division in funding the continued operations of the Public Transit Information Sharing Analysis Center (PT ISAC), as well as their support with the development of transit security standards. It is our understanding that resources are factored into the TSA budget for these continuing efforts, and we urge the committee to support the TSA in this regard. The PT ISAC and security standards are two important national programs that, although modest in funding needs, can significantly enhance transit security. Industry-wide standard setting lays the ground work for sound practices and quality projects, while the ability to share vital intelligence and information is crucial in preventing and mitigating potential terrorist attacks.

Department of Homeland Security

To our agency partners within DHS, I am pleased that many working relations between transit agencies and DHS divisions have improved. Open lines of communication must continue and federal agency funding priorities, instruction and expectations of grant performance must be clear and consistent. These directives should also reflect the stated concerns, desires and challenges of the industry; however, I would respectfully suggest this is not the case in regards to various elements of the FY2012 TSGP Guidance. For example, the guidance institutes a new 24-month grant period of performance for all projects. This is a reduction from the previous 3-5 year allowable expenditure period. I certainly appreciate the concerns regarding unexpended TSGP dollars as we all desire that security projects be implemented in a timely fashion in order to provide the protections they are designed for. However, immediately reducing the time allotted to expend funding without fully addressing widespread agency administrative and grantee implementation hurdles seems counterproductive to efforts to expedite project completion. Also, as many security enhancement capital projects require multiple years to complete, a reduction in the time allotted to expend funding would also compel many grant recipients to shift funding to operational expenses versus capital infrastructure security projects. This would not be in the best interest of fortifying our systems against attacks, as the majority of the security needs identified in APTA's survey relate to capital projects.

Additionally, the FY2012 grant guidance states that this year's funding priorities will be based on a pre-designated "Top Transit Asset List" or TTAL. Some PATH assets are included on the TTAL and I would welcome this added benefit for funding consideration from this risk-based approach. APTA has testified previously that security investment decisions should be risk-based. However, speaking on behalf of the larger industry, including thousands of assets not listed on the TTAL, I recognize that this narrower funding approach could preclude other important security improvements from receiving funding consideration with such limited transit security dollars

available. This underscores the need for increased funding. We must continue to work together to ensure that DHS has the resources to meet the extensive needs of systems across the country.

Transit Agencies

Threats against public transportation are growing in number, complexity and scale. To prevent and combat these threats, we must continue to employ cutting edge technology and processes to maintain and operate our security resources and assets. Equally as important, we must also establish and sustain sound, efficient administrative, planning and management practices. Many may not see the operational-administrative connection in securing our transit systems, but the deployment of well armed and trained law enforcement officers or K-9 units, or operation of high tech surveillance equipment, or the construction of a large-scale infrastructure fortification projects come only after months and months of planning, development, and administrative work. Planning, procurement and project management are all precursors to successful security projects as well as sound evaluation and grant management systems. Public transportation systems must be committed to robust operational procedures and administrative systems when implementing security initiatives if we are to serve as good partners in our national fight against terrorism with the federal government and Congress.

Key Implications of the New National Preparedness Grant Program

As you know, the Department of Homeland Security has proposed to implement a new "National Preparedness Grant Program" along with several other programmatic changes to the current Transit Security Grant Program. The new program and proposed changes have alarmed the industry. The most drastic change is the elimination the Transit Security Grant Program – the exclusive pool of funding for our nation's public transportation systems which, we all agree, are highly desired terrorist targets. Additionally, under the proposal, while transit agencies would be

eligible for security funding, they would have to apply for funding through their State Administrative Agency (SAA), and compete in this process with other state security priorities. This is a radical shift from the current program, where transit agencies are authorized to apply directly to DHS. We believe, under the proposed approach, that sufficient funding would not consistently reach transit agencies and severely dilute their security programs. As the leader of a multi-state agency, I also foresee a challenge coordinating with SAA's when an individual system's operations span multiple states, as is the case with many of large transit properties. This administrative change could actually add to delays in project implementation. We strongly urge DHS to reconsider this proposal and maintain a sufficiently-funded, segregated grant program for surface transportation security where transit agencies may prioritize their needs and directly apply for federal funding.

Conclusion

As I conclude, let me thank you all for the opportunity to testify on these critical homeland security issues. There is no greater priority for public transportation systems than the safety and security of our passengers and workers. I urge you not to wait for the "wake-up" call of an attack on our systems to provide us the support we need. Transit systems across the country continue to stand ready, committed and vigilant in utilizing available resources efficiently to protect our systems and our riders. We urge you to sustain the critical partnership between transit agencies, Congress and the Department of Homeland Security that helps to keep our nation safe and moving toward economic prosperity.

Mr. ADERHOLT. Thank you, Mr. DePallo. The fiscal year 2013 grant proposal from the department builds on the reforms that this committee implemented back in fiscal year 2012. I would like to hear from each of you briefly to address the proposed fiscal year 2012 guidance, and the Department's fiscal year 2013 budget proposal.

Mr. CAYNON. We made some recommendations in the written testimony that is submitted and I did as well in the oral. The needs assessment is also included in the written testimony and it talks about some of the benefits that we have seen as a result of FIRE and SAFER. The amounts that we are requesting that we increase to are relative to the effect that we have seen of the grants over the last several years. And can you hear me? Okay. I cannot hear myself over the mike. I am not sure how specific you want me to go on the answer, there.

Mr. ADERHOLT. Just briefly. Just summarize. Like I say, include things that would be helpful as well.

Mr. CAYNON. Okay. And it is included in the written testimony. There is a lot of evidence there that points to, very specifically to the effect, to the positive effect of FIRE and SAFER. And so it is important I think that we keep making progress. When you look at the needs assessment one of the things that it absolutely points out is that there are still staffing shortages across the fire service. And the effect of FIRE and SAFER to improve on that shortage is something I think we should build on.

Mr. ADERHOLT. Thank you. Captain Holmes.

Captain HOLMES. And I will be very brief. I think that, you know, because the system of, you know, fundamentally working through the grant system has been so difficult that there is a lot of unobligated funding and grant funding. And people seem to perceive that as a difficulty with the ports and really not take a hard look at a system that has become, as I said, very cumbersome and has this huge sort of pile on effect, particularly with requirements, both State and Federal, and requirements from, you know, historical State people, and historical Federal people. And it is just, in our world it has made it very, very difficult to execute money. So as a result I think there is money that appears like it is not needed because it has not been executed. But I think realistically the grant funding, port security grant funding is still needed. And my principal recommendation would be to restore the funding to the levels. It has been dramatically cut, about 75 percent, over the period of the last three of four fiscal years.

And in addition to that really take a look at the grant system and try to fix that, and then you will be able to sort of execute all the funding. Because as we go and try to do our day to day business, and we are a very large port with a very big staff, it is extremely difficult for us to deal with the grant process. And I cannot even imagine how a smaller port can deal with the grant funding process. There is not a week that goes by at the Port of Los Angeles where somebody does not just say, "This is so difficult, why do we just not ask for money anymore?"

So I think fundamentally you have got to work with DHS and fix the system because it is very repetitive. And if you are a port like we are which is also associated with a city, the City of Los An-

geles, we have Federal requirements, procurement, environmental, historical. We have State requirements, procurement, environmental, historical. We have city requirements that we have to deal with. And it is just, you are making it so difficult to execute that I think that has got to be fixed. And when you fix that people will be spending the money as it is given to you, and you will not have this lag where there is all this, seems like there is this big pot of money left over that people do not need. It is not that they do not need it. It is that it is just very difficult to use it.

Mr. ADERHOLT. Mr. Ashley.

Mr. ASHLEY. Sure. The question going between 2012 and 2013, I think it is very commendable what Congress did this year in the fiscal year 2012 budget, giving \$974 million worth of discretion to the Department to allocate the funding based upon which programs met the best national need. And I think that is commendable and I think the Department went about that in a very professional and organized way.

The 2013 proposal, as I mentioned in my brief oral statement, like I said, has some concerns to it if it is not, if Congress does not act to reauthorize. Because it creates a patchwork program, of which between now and October 1, assuming we have an October 1 appropriation, is unrealistic to meet. So either reauthorize the program after five years, or deal with the programs, as 2012 did, under the current construct of law. I think that the President's budget as proposed could still be implemented using the implementing recommendations in the 9/11 Act. Unless Congress would like to open up the reauthorization issue.

Mr. ADERHOLT. Thank you. Mr. Mullen.

Mr. MULLEN. First 2012, we think the layout is a good transition from where we have been towards a new system, because the flexibility is improved. Running port and transit grants through the state we believe is a good move to help improve accountability and draw down issue. And in our proposal they are still absolutely included. We just recommend that they require to operate within the overall preparedness system. And I think we are beginning to move in that direction so that we can help them, and they can help us, and we can understand each other's issues.

I will just say in case we do not get, we run out of time, very few problems occur that occur within the boundaries of a port authority. The locals are involved either way. Our economy is involved either way. We are very interested in working closely with those organizations, port and transit, to make certain that we are attending to their needs in this new system. And I do not believe that we will shrink from trying to assist them in every way, and be very sensitive and respectful of their concerns. And I think it gives them an opportunity to collaborate with us, too. It is not just us getting into them.

For 2013, there are many similarities between the NEMA proposal that we developed at the end of last year with the President's grant structure. There are some concerns, though. The definition of regionalization I think needs some work. I think we need to talk about, the peer review process appears to be little more than an additional bureaucratic layer. I do not believe if we move to a project based system that we need to have Federal review of every

project when the locals and the States are collaborating closely on devising and deciding what would be the best use of limited funds.

So there are issues about urban area that I think still need to be addressed. We have tried to address that in our paper. And in fact we have addressed most of the issues that have come in our paper so, which is I think in your request for a brief response I will stop there.

Mr. ADERHOLT. Okay. Thank you so much. Mr. DePallo.

Mr. DEPALLO. Thank you. I agree with Captain Holmes, in the idea of separating the funding for ports and for security, the security grant. By combining the programs there is no guarantee that any money at all will go to, you know, transit security grants.

As far as the 2012, the Transit Security Grant Program, there is only \$87 million in that program. That is down from the previous year of 2011, where there was \$200 million. And that is down from previous years. So the amount of funding needs to increase.

In 2013 the reduction of the time to finish performance on projects goes from three to five to two years. Congressman Price mentioned tunnel hardening, a project that you would not be able to do. I think what will happen now, essentially what will happen is that you will be eliminating any major capital projects at all. It will all be just for operating expenses.

And finally we believe that going through the States for funding we believe just adds another step to the process and it is not necessary. Most transit systems are already prepared to be able to accept grants directly and there is no need to go through the States and just add additional administration to the program.

Mr. ADERHOLT. Thank you. Mr. Price.

Mr. PRICE. Thank you, Mr. Chairman. I want to thank all of you for some very useful testimony which we will consider as we proceed to mark up this bill. Let me just ask a couple of specific questions. First to you, Mr. Caynon. As you are well aware, for the last few years, in light of the severe economic downturn, Congress has included language in the appropriations bill that permits grant funds to be used to retain fire fighters, to avoid layoffs, as well as to hire new fire fighters as is the usual requirement under the SAFER program. Has this made a difference in Houston? Has it made a difference in other situations that you would like us to look at? And do you think this waiver is necessary again in 2013?

Mr. CAYNON. Well it has made a difference, less so in Houston as opposed to other municipalities. The waivers, I know there is some concern about temporary waivers that seem to be permanent because we are coming back and saying, you know, we need those waivers again. I think first we have to look at it in the light of why those waivers were initially put in place and what they are there for. Initially, you know, when this happened it was 2002 and nobody realized the economic situation that we would be in over the last few years. Nobody could predict the Great Recession. And there were safeguards that were put in place in these grants that would protect the process of supplementing and not supplanting municipalities' responsibility to staff their departments.

So to go forward, yes, we need to keep the waivers in place. Because the bills, the way they are written right now, would require, I will give you some specific examples so you will know, or a spe-

cific example. Initially under the safeguards that were in place a municipality was required if they hired a fire fighter under SAFER to keep that fire fighter, to provide funding for at least five years into the future. The department would not be able to reduce their budget any at all. I cannot think of one fire department, including Houston, that has not had to reduce their budget after the recession. And I think any municipality that is looking at applying for a grant where they are required to have future funding for an employee for, you know, for up to five years would really have to give that a hard look about whether or not that is a grant they could apply for and make that kind of commitment.

So unless there is some reform, and I know there is at least one bill to reform this legislation, unless there is some reform we have to keep the waivers in place so that SAFER is a workable alternative to bring fire fighters back to work and keep some folks on the job.

Mr. PRICE. A workable alternative, that is, under conditions of economic pressure and duress.

Mr. CAYNON. Yes, sir.

Mr. PRICE. Let me turn to Mr. Holmes and Mr. DePallo. You have both in your testimony referred to the shortened time frame that is proposed by the department for awarding funds, or for getting funds out the door. And you both have suggested that this might eliminate certain kinds of larger scale projects, certain kinds of capital projects. I mentioned to Administrator Fugate a few moments ago tunnel hardening as a possible example. I wonder if you would elaborate based on your experience on the kinds of projects you have asked for and have anticipated going forward? What would be the effect of that kind of shortened time frame? And I guess this particularly applies to the rail and transit side, what are you going to have to make up in some way for this funding to pay for what you need to do?

Mr. DEPALLO. Yes, you mentioned tunnel hardening and we currently have a tunnel hardening project. And a project like that requires a great deal of advance planning. Engineering, design, procurement of the equipment and materials necessary, and then implementation of a project. For example, in a tunnel that operates 24 hours a day, seven days a week, it is impossible to do that in two years. Most capital projects, and that is a very complicated one, even less complicated projects still require a great deal of planning, engineering, and design. That is compounded by the fact that if the monies are not released on time the clock starts ticking later. So it just complicates the issue. So in effect, I believe, in my opinion, that by reducing the time period to two years you are going to be eliminating any significant capital projects at all.

Captain HOLMES. I would echo that, and I think it is very similar in the port environment. In my comments when I said you move from people seeking solutions to people buying stuff, that is what happens. They decide we are going to buy this because it is fast. We can do this fast.

Our projects are very similar. We have a multimillion dollar camera system we built and we had to get an extension on that system. It was \$27 million, 300 cameras. We are doing directional drilling to lay fiber optic cable. And in the new world order we are looking

at things like IT and cybersecurity. And those are solutions. They are systems. And they have to be designed. And sometimes these systems take a year or more to design. And then you have the contracting process and you have to go through all the steps.

With this moving from three years to two years I would have to say that you are, I would have to agree. You are probably pretty much eliminating any sophisticated project. And what you are going to go back to is people getting the money and saying, "What can I buy quickly? Let me buy ten cards. Let me buy two boats." And you are not going to move forward in this process. You are going to backslide in this process significantly.

Mr. PRICE. Thank you, Mr. Chairman.

Mr. ADERHOLT. Ms. Roybal-Allard.

Ms. ROYBAL-ALLARD. First of all, let me welcome all the panelists because I think each of you play a critical role in protecting our national security. But I do want to specifically thank Mr. Holmes for being here, flying across the country to testify. Because as I mentioned earlier, the ports play such an important role in our national economy.

Understanding the difficult budgetary decisions that Mr. Fugate has to make, the fact remains that a terror attack on the Port of L.A./Long Beach complex would have a devastating impact on our national economy. You heard Mr. Fugate's comments. I believe that you were here during his testimony. Could you comment on his response regarding the proposed grant program and his hope that everybody can work together to properly prioritize the needs? And then also if time allows can you also provide us with some suggestions on how you think that the port security grant requirements and guidance could be improved and simplified? If you could offer us some suggestions how to do it?

Captain HOLMES. Well let me start by saying, you know, certainly Mr. Fugate is well recognized and has done a great job at FEMA. I think the first point I would make is there is a difference between coordination and control. You know, it is easy to sound like we do not work with the states but we work very closely with the State of California doing risk assessments and identifying port needs. What we would not be so keen on is allowing them to have control of the funding. There is a big difference between coordinating with the states and controlling, letting them control your funding. I mean, as you know the Port is fundamentally a business. We coordinate with a lot of people but we do not let everybody handle our money. I think that is not a good decision.

The second thing that I would say is I am not sure what kind of time constraints that would add to a system that, as you heard from myself and my colleague down at the table, already is a cumbersome and time sensitive system. By adding another step in the process I am not sure that I could identify what the value added is.

With respect to his comments that all the grants should be together, I cannot speak for all the grants. But I can speak, as you well know, ports historically in this country as a maritime nation are largely Federal controlled. Our biggest partner is the U.S. Coast Guard. And I think one of the things that has been done well in this system is the Coast Guard system of having the Area Mari-

time Security Committees review grant proposals and try to determine where the vulnerabilities are and where the needs are.

So if you are looking at the relationship between a city and a State, and a port and a State, they are very, very different. Ports are very Federally focused. Port facilities are Federally regulated facilities. And so I think there is a very good reason why the port funding should be separate from the other funding.

You know, with respect to suggestions I think as I said first of all the funding has been woefully decreased. It is authorized at \$400 million and this year it has been recommended at \$97.5 million. That is a 75 percent decrease over a few years. I think the second thing is, as I also said in my testimony, is, and just said it needs to be separate. You know, port funding was separated from the other funding because it, prior to 9/11 there were very little requirements for security at ports and we had to start from zero and work our way up. So it was very important to separate the ports and focus on the ports. By bundling them together I think a statement is being made that ports are not as important anymore, with which I do not agree. Because 93 percent of all the cargo coming into the country comes in by water.

The last thing I would say is, you know, we go back and forth about cost shares. And again, I think it is important for the port or the organization to have skin in the game. But people still seem to not appreciate the fact that if any, if the gentleman down at this end of the table, or the fire department gets equipment, we have to maintain this forever. So we more than meet our requirement to pony up the skin in the game. Particularly with IT projects. If we do a, our camera system maintenance is \$1 million a year. So I have significant skin in the game. So I am not sure what a 25 percent cost share proves. I think that there should be a uniform cost share waiver. Because some years there is a cost share and some years there is not. I think there should not be a cost share.

But I think one of the most important things we can do immediately is there needs to be a joint DHS port user group to take a look at this system and see ways where we perhaps can accept a State environmental or historic preservation clearance as good for the Federal Government. Because we keep, we keep repeating these things on several levels. I think we have to be willing to say if as Mr. Fugate says we have go to trust the States, let us trust the States. And if the States do an environmental clearance and a historical clearance, that should be good for the Federal Government as well. But the current system it is not. It is repetitive and it is this pile on thing that is really making it difficult for us to execute grants.

I hope that answered all your questions. I did not mean to ramble.

Ms. ROYBAL-ALLARD. It does. Does anybody else want to comment, if I have the time? On any of those comments?

Mr. DEPALLO. I can say I agree as well. I mean, the difference between, you know, ports and transit, the needs are very much different and it needs to be separated. You know, we carry, at PATH for example we carry over 250,000 passengers a day. We are a wide open system. And there is a tremendous threat and risk associated. But it is a different type of risk. And we need to be able to compare

projects accurately and be able to prioritize them, and to do so across different modes or different industries makes it that much more complex and difficult.

Ms. ROYBAL-ALLARD. Thank you.

Captain HOLMES. And if I may say one last thing? This idea of lumping grants together presumes that there is some overarching methodology that exists that I can determine whether a suicide bomber at the Mall of America, or at one of my colleague's transit facilities, is more or less risky than something happening in the port. And up to this point I do not think that overarching methodology exists.

So if you are trying to put everything together and divvy it up you have the presumption that there is some methodology you are going to use to do that. And I am not sure that right now that exists.

Ms. ROYBAL-ALLARD. Yes?

Mr. MULLEN. I did want to comment. The key point is visibility of what is being spent and what is being committed. And I think we get that through the development of the THIRA, which is clearly going to be released in the next couple of weeks. And then we evolve towards a common planning process. It would be very desirable for every part of the community, ports, transit, and all the others, to plan and do that together and participate together. Then we get an idea. Because the dollars are not going up, they are going down. And as dollars go down we all have to decide what is the best way to say that? I will understand Mr. Holmes' issues a lot better when as part of the THIRA we can look at what his risks are and what his threats are and make some intelligent judgments about how can we support those things.

Mr. ADERHOLT. Thank you. Thank you, Ms. Roybal-Allard. Mr. Mullen, let me address a question to you. NEMA has been very outspoken about the needs to show the impact of investment into grant programs, particularly in tight fiscal times such as today. Of these, EMPG is one of the few grant programs that has significant cost share. So, it is not just Federal funds that are invested, but also State and local funds. How does NEMA measure performance? And, what lessons learned can you share with the rest of the stakeholder community?

Mr. MULLEN. One of the better measures is what the Federal Government does not have to do because of the capabilities that exist in local and State Government about EMPG. I was just looking at the report that we submitted to the Committee just the other, just yesterday, I believe. There was something like 98 or 99 presidential disasters. There were another 250 State events that did not rise to a level of a disaster, largely because of the ability of the States to control, manage, and prepare in advance, and coordinate a response. There were thousands of other events that the local governments manage that require very little or no intervention by the State because their professional staff at the local level are equipped, skilled, and talented enough to address the problem and keep it from getting out of proportion.

So in addition to the fact that when we are allocated \$350 million that immediately is a minimum of \$700 million that is with our match requirement, and the additional monies that are, we,

since most jurisdictions overmatch at the local level, I would say that the way we have measured this is we have tried to report to you very clearly how EMPG is actually saving money by allowing the response to occur at the lowest possible level as needed. So when there is a big event, like some of the things that have just happened, that is the kind of time when the federal assistance can be valuable. But as Mr. Fugate even acknowledged, even that assistance is more oriented towards recovery because of the skill sets of the people that have been developed on the ground using this combination of dollars that have been provided.

Mr. ADERHOLT. We have a lot of questions we could ask each of you but of course our time is running out. But one thing that we have, one of the challenges that we face, especially in the tightening budgets, is to make sure that taxpayer funds are used wisely. And this creates the need to measure the effectiveness of every grant fund. Mr. Caynon, let me ask you about this. How would this be accomplished with the funds that we grant to the fire departments?

Mr. CAYNON. Well I mentioned it earlier, and everyone has got a copy of the needs assessment that the prior Administration did for us. One of the major shortfalls in our profession is staffing. We have seen, like I said, some progress in staffing because of SAFER. And we are asking obviously to do what we need to to continue that progress. I guess that is the most immediate measurable way that we can look at the success of these grants, is the effect that we have seen on staffing so far.

It is difficult I think for folks to get their arms around what it means to have appropriate staffing. Because I think, because it is a profession that is so specialized. You know, we get the question all the time about why do you need four people when there are other municipalities that have three, or respond with less? The best way I guess I can, the best quick example I can give you of that is, you know, we can go to the airport and get on a plane, and there only needs to be one person flying it. But you would not get on a, you know, you would not go down to an airline if they said, "Well, we are short staffed today. And usually we only need one pilot. So you will be fine." Right?

And so in the grants we are talking about here I think the most measurable valuation of success is what we have seen in improvement in staffing since we had SAFER in place. And that is a quantifiable example that I think we can look at, and we have seen progress there, and we would like to see that progress continue.

Mr. ADERHOLT. Thank you. One thing I do want to ask about the fusion centers—could you tell the Subcommittee about what the fusion centers provide for the Federal Government that is not provided normally by the State and the local public safety?

Mr. ASHLEY. Sure. What is really provided is this national network. And having this network, as I mentioned in my oral statement, that where Alabama can pick up the phone, talk to North Carolina. It is also the notion of before fusion centers were in place there was no mechanism to communicate critical national security information down to our State and local decision makers. It did not exist, at the classified or unclassified level. That mechanism is now

in place. And put that local and State kind of flavor on the information for the official that makes it relevant to them.

The other is is the pushing of information from the State and local officials back up to the national intelligence community. And that partnership with DHSINA that allows that information to get to the national intelligence community to be able to prevent acts of terrorism. This committee commissioned a report a number of years ago with the Research Triangle Institute. And basically that report stated that in 80 percent of the cases of any terrorist threat since 9/11, either actual or thwarted, that the initial piece of information that came from that was either derived from the public or a State and/or local law enforcement official.

Now if you look at where the Department is going with the if you see something, say something campaign, with the nationwide suspicious activity reporting, and the support and requirement for investment justifications in fusion centers, we see that as moving in the right direction. And that investing in those areas that provide those capabilities that were not there prior to 9/11, that are critical for making sure that we do not have an event in the port or transit system. That is the key. We cannot afford for the event to happen in the first place.

Mr. ADERHOLT. Thank you. Mr. Price.

Mr. PRICE. Mr. Ashley, let me just follow up with you immediately about the kind of funding that the fusion centers require. Most of this funding, I understand, is from the state grants. What is your federal grant funding total overall? And do you see this proposal for grant consolidation as in any way putting your funding at risk?

Mr. ASHLEY. No I am probably one of the few people at the table, and I believe Mr. Mullen and myself, basically I do not think that puts our funding at risk. I think the department has made it clear, the Secretary has made it clear, that fusion centers and the national network are a priority. So we view that, we do not view that as a problem.

Let me give you an example of where we are about finding out about how much money actually goes, and I am going to use fiscal year 2011 as an example. I gave you a couple of anecdotal evidence from North Carolina and Alabama.

We have information back from 43 of the fusion centers at this point, of the 77 now recognized fusion centers. In fiscal year 2011 the total budgets of 43 of those centers was approximately \$110 million. Of that \$74 million was State and/or local funding. Which totals about 67 percent—33 percent of that was from Federal investment, either through the State Homeland Security Grant Program or the UASI program. I mean, that is pretty specific. I asked earlier with staff to keep the record open. We would actually like to submit State by State, urban area by urban area the funding, both the total budget of the centers as well as what categories of funding, where it is coming from for the Committee's—

Mr. PRICE. Well let me ask you another question—

Mr. ADERHOLT. We will keep the record open.

Mr. PRICE. Let me ask you another question related to this consolidation proposal. It has to do with UASI. I think you were fairly outspoken last year about the undesirability of limiting the number

of UASI eligible cities during our debate, especially on H.R. 1. Now given our current fiscal environment, I mean, this money is hard to come by these days and knowing the original intent of the UASI program, do you still believe that UASI should not be targeted to the very highest risk urban areas?

Mr. ASHLEY. From the National Fusion Center Association, we do not take an opinion on whether funding ought to go towards UASI or State. We basically, we have urban area centers and we have State centers. And you know, I think it gets down to what can we afford at that point. We believe in eligibility for the urban areas. However, given fiscal constraints it is logical to figure that we are going to have to reduce funding. And I think the department has moved in a way to try to look at sustained capabilities where we have built capabilities. And too we cannot afford to continue to build new capabilities. Let us focus on what we have. So I think we still hold by the fact of having urban areas still eligible, even in a reduced fiscal environment.

Mr. PRICE. I will close with you, Mr. Mullen. I want to return to the question that the Chairman raised, the very last question the Chairman raised with Administrator Fugate. It has to do with the major change, or maybe it is a major change, I do not know. EMPG guidance that is included in the budget has expanded use of the dollars, or the potentially expanded use of the dollars permitting EMPG's grant funds to be subgranted to nongovernment emergency management stakeholder entities, such as nonprofits, public and private universities, hospitals, faith based entities. It is not mandated, but the possibility is opened up. How do you regard this change? Do you think it is likely to garner significant interest? As you well know, a lot of the people in the emergency management community have raised concerns about this. I have asked a lot of questions about it. How do you assess this proposal? What kind of position does your organization, if any, take on it?

Mr. MULLEN. We have not taken a position on that specific guidance at this time. But a couple of things need to be considered. One is that with the funding levels remaining static I think the needs that are currently being funded are going to be prioritized at the local and state level for EMPG, which might not leave as much room as one would hope for those programs. But some states actually do fund those programs as part of their overall effort. So in a sense it may not make that much difference in the short term. But we are going to look at that and we will be happy to get back to you with a more thorough position on that. But we have not had a chance to meet and review and take a specific position. But some states already provide that and some do not.

Mr. PRICE. Thank you, Mr. Chairman. Thanks to all of you.

Mr. ADERHOLT. Ms. Roybal-Allard, you do not have any further questions? Okay. Well thank you all for being here, for your presence here this morning and this afternoon. And I know we went a little long but we have talked about some very important issues here today. So, we appreciate each of you for taking your time to come here and testify before the Committee. We look forward to getting your written testimony for the record. And so with nothing else, the meeting is adjourned.

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE Robert Aderholt

Administrator Craig Fugate, Federal Emergency Management Agency

Committee on Appropriations
Subcommittee on Homeland Security
FY 2013 Budget Request - FEMA
March 7, 2012

Disaster Relief Fund – Funding for FY12 and FY13

Question: Your FY13 budget includes \$6.1 billion for disasters, including over \$3 billion for the cost of disasters that have already occurred – before we turn to FY13, are you sufficiently funded in FY12 to complete the year without implementing funding restrictions that limit funding to immediate needs?

ANSWER: FEMA closely monitors the use of the DRF budget and projected balances. At this time, it would be premature to predict the need for Immediate Needs Funding during FY 2012. FEMA will, as in the past, communicate with all key stakeholders if the Administration implements INF restrictions based on the balance of the DRF relative to FEMA's ability to address a no-notice event.

Question: Included in the budget justification for FY13 is an estimate for anticipated cost in the out-years for catastrophic events – which show that you anticipate no additional costs for any of the FY11 disasters beyond the end of FY13. Is this correct?

ANSWER: All catastrophic events that occurred in fiscal year 2011 will have funds obligated by the end of fiscal year 2013. However, these events will not be 'closed out' since recovery and mitigation projects will take years to complete.

Question: Will FEMA have fully funded all Stafford Act-required recovery efforts in Alabama and Missouri due to tornadoes, in the Midwest due to flooding, and in the Northeast due to Hurricane Irene by the end of FY13?

ANSWER: Yes, FEMA will have fully funded all Stafford Act-required recovery efforts in Alabama and Missouri due to tornadoes, in the Midwest due to flooding, and in the Northeast due to Hurricane Irene by the end of FY13.

Debris Removal Costs

Question: Recently, there have been concerns regarding the costs of using the Corps when compared to other private options. The FY12 conference report directed a report that that requires FEMA in conjunction with the Corps of Engineers to explain the disparity in cost factors between the Corps and other private options communities have for debris removal – what is the status of the report?

ANSWER: The Report is in clearance.

Question: Administrator Fugate, are you concerned with the cost to the taxpayer of clean-up when you mission assign the task to Corps?

ANSWER: Debris removal operations that are mission assigned to USACE are comprehensive, including all costs related to debris removal and disposal and project management. Because the work is mission assigned as Direct Federal Assistance, there is no upfront cost, such as contractor costs, to the State or affected localities. FEMA provides funds to USACE to contract for the debris mission execution. The applicable non-Federal cost share is billed to the State and localities by FEMA after final accounting. USACE's ability to mobilize and perform work quickly at no immediate cost to the affected State, Tribal or local governments is especially important in areas that are so severely impacted that they lack the capability or resources to perform or contract for the work. USACE performance of debris management operations also limits applicants' exposure to potential excessive costs claimed or ineligible debris removed by contractors.

While Direct Federal Assistance is more expensive than applicant performed debris removal operations and applicant-contracted work, there are extreme situations where the impacted State, tribal, or local governments are not able to adequately respond to the situation. In such situations, FEMA will continue to utilize USACE's expertise, capability, and pre-established contracts to perform vital debris removal operations.

Question: With limited funds, how do you justify the disparity in cost between the reported costs charged by Corps of Engineers and lower costs that communities have incurred signing their own contract for removal? Have you provided written criteria and checklists of work so that Mayors know what they are receiving from the Corps and what they can show to other contractors if they choose a private option for this work?

ANSWER: Direct Federal Assistance is a more expensive option for several reasons, including the comprehensive operational and oversight services provided by USACE and the costs associated with mobilizing USACE staff and contractors quickly in response to an event. USACE performs all of the activities related to contracting and monitoring including, coordination of sites for debris storage and removal, and management and oversight of the entire debris removal mission. While this is more expensive than applicant performed debris removal operations and applicant-contracted work, there are extreme situations where the impacted State, tribal, or local governments are not able to adequately respond to the situation. In such situations, FEMA will continue to utilize USACE's expertise, capability, and pre-established contracts to perform vital debris removal operations.

USACE provides comprehensive operational and oversight services including all of the activities related to contracting and monitoring, coordinating sites for debris storage and removal, and management and oversight of the entire debris removal mission. USACE debris mission costs are determined using an Independent Government Estimate. Costs and services included in the per-unit price are:

- Contractor requirement to comply with federal National Environmental Policy Act and other environmental regulations;
- Contractors that are fully bonded and insured to government standards;
- Contractor-provided and USACE-approved debris operations plan;
- Contractor-provided and USACE-approved safety management plan;
- Contractor-provided, trained Quality Control personnel required at each work site;
- Contractor requirement to pay federal wage rates;
- Contractor daily mission reporting requirements;
- Debris segregation to ensure debris is properly handled, treated and transported to appropriate landfills;
- All debris pick up, hauling, and landfill tipping fees;
- USACE debris reduction site operation;

- Assurance that any interim debris staging sites will be cleared of debris, cleaned of any hazardous materials, and returned to their pre-staging state;
- USACE Quality Assurance personnel for oversight to ensure contract performance, enforce safety standards, and ensure environmental regulations are followed; and
- Electronic automated ticketing to track and verify every load of debris from point of collection to point of disposal significantly reduces the time and number of personnel required when compared to manual ticketing processes.

FEMA has developed a Debris Management Guide which provides guidance on contracting, eligibility, and operational checklists. The Debris Management Guide is available on FEMA's website at: <http://www.fema.gov/government/grant/pa/demagde.shtm>. In addition, FEMA has developed a Debris Contracting Guidance Fact Sheet with a Debris Removal Contract Cost Analysis and Debris Operations Contract Bid Sheet. This Fact Sheet and attachments are available on FEMA's website at: http://www.fema.gov/pdf/government/grant/pa/9580_201.pdf.

Question: Have you considered other methods that may save money but also provide needed service . . . what are the options for communities and for the taxpayer?

ANSWER: Yes. FEMA is considering some Debris Removal Program Enhancements as part of the implementation of the recommendations resulting from the PA Bottom Up Review (PA BUR).

Additionally, FEMA has several debris initiatives aimed at increasing the capability of applicants to be more self-sufficient in meeting debris removal needs. FEMA currently provides training regarding the various facets of debris removal operations, available both at the Emergency Management Institute and online for independent study and completion. FEMA has also developed an on-line debris contractor registry tool to assist State and local governments in identifying and contacting contractor resources. The Debris Removal Contractor Registry tool is available on FEMA's website at www.fema.gov/business/contractor.shtm.

FEMA is also developing several initiatives to enhance local capabilities through debris management planning; to incentivize applicants to perform their own debris removal work, either through force account labor or local contracting; and to improve the efficient and expeditious funding of debris removal operations.

With regard to options for communities and for the taxpayer, please see initiatives outlined in the above response.

Question: I understand that you are reviewing public assistance programs – are you looking at ways to provide more direct FEMA personnel oversight and assistance directly to Mayors and local leaders in order to accelerate reimbursement to local communities so that small towns can make timely payments for the work they contracted out?

ANSWER: Level of oversight and accelerated reimbursement are two facets of the Debris Removal Program Enhancements being considered as a result of the PA BUR. These program enhancements are currently being finalized. Once FEMA's internal concurrence process is concluded, we will be able to provide briefings on the proposed courses of action.

Question: There are numerous communities in Alabama right now that are waiting reimbursement...are there ways to simplify the process while still allowing for oversight of funds?

ANSWER: Yes, when conducting the Preliminary Damage Assessment (PDA), FEMA and the State identify any circumstances in which there are immediate needs. If a major disaster or emergency is declared by the President, and the State determines that damage costs require immediate cash flow, the State may request Immediate Needs Funding. Up to 50 percent of the PDA estimate of emergency work will then be placed in the

State's account for work to be completed within 60 days. The State is responsible for disbursement. Because this money can be made available in advance of the normal Public Assistance Program process following the declaration of a major disaster or emergency, paperwork and processing times are reduced and local jurisdictions receive emergency funds sooner. The jurisdiction must have participated in the PDA and be included in the President's declaration to qualify for Immediate Needs Funding.

Additionally, FEMA can provide Expedited Payments to applicants. Expedited Payments are similar to Immediate Needs Funding. Though the State requests Immediate Needs Funding on behalf of all applicants, an individual applicant may request an Expedited Payment on its own. The State still processes the request and disburses the funds that FEMA obligates. Expedited Payments are made for applicants who participated in the PDA and who file a Pre-application (*Request for Public Assistance*). FEMA will obligate 50 percent of the Federal share of the estimated costs of work under Categories A and B (Debris Removal and Emergency Protective Measures) as estimated during the PDA. FEMA will make payment for debris removal within 60 days after the estimate was made and no later than 90 days after the Pre-application (*Request for Public Assistance*) was submitted. Because the money can be made available on the basis of an estimate, paperwork and processing times are reduced and applicants can receive emergency funds sooner than if they followed the normal process.

Question: Is it fair to say that the expertise of the Corps, and the expense that goes with it, is more crucial in the first few days of search and rescue than it is in the 30-60 days of debris cleanup following that?

ANSWER: USACE's expertise, capability and pre-established contracts give it the ability to mobilize and perform work quickly at no immediate cost to the affected State, Tribal or local governments. USACE performs all of the activities related to contracting and monitoring, coordinating sites for debris storage and removal, and management and oversight of the entire debris removal mission. While this is more expensive than applicant performed debris removal operations and applicant-contracted work, there are extreme situations where the impacted State, tribal, or local governments are not able to adequately respond to the situation.

Question: My understanding is that if contractors chosen by the Corps. are used, the debris cleanup is guaranteed to be paid for, whereas if a Mayor uses an alternative contractor the reimbursement process can take many months and sometimes the company goes bankrupt first. Please provide an explanation.

ANSWER: FEMA and USACE communicate and coordinate closely on debris removal operations and FEMA's eligibility requirements prior to and following disasters. USACE Project Management and Quality Assurance staff is trained in and understand FEMA's funding requirements prior to a mission assignment. This staff is responsible for overseeing contractor performance, ensuring environmental regulations are followed; and implementing an electronic automated ticketing system to track and verify every load of debris from point of collection to point of disposal. This significantly reduces the risk of FEMA payment for ineligible debris removal and allows for a streamlined contractor payment process.

In terms of grant funding to local jurisdictions, FEMA can quickly obligate funds to the State for debris removal operations at the local level either through Immediate Needs funding or Expedited Payments. However, States and applicants do not often request these streamlined procedures.

USACE has a direct contractual relationship and payment process with its contractors and any disputes over excessive costs or ineligible debris removal are dealt with between USACE and its contractors. As such, USACE performance of debris operations limits applicants' exposure to potential excessive costs claimed or ineligible debris removed by contractors. In addition, FEMA grant funding is first obligated to the State. The local applicants then draw down funds according to State procedures. In many cases, the local jurisdictions must first provide documentation of costs incurred before the funds can be drawn down from the State. The

difference in the processes for grant funding from FEMA versus direct payments to contractors by USACE may result in a longer reimbursement process in some situations.

Question: How are FEMA personnel assigned with respect to overseeing contract debris removal and how can FEMA make sure that communities are reimbursed in a timely manner when contractors other than the Corps of Engineers contractors are chosen?

ANSWER: FEMA Public Assistance personnel that provide technical assistance to State and local governments are trained in debris operations. FEMA does not oversee a local government's contractors, but may monitor the work performed to ensure it meets FEMA eligibility requirements and reduce the risk of fraud, waste, or abuse. Many States will not release funds to applicants until cost documentation is submitted, so it is important that local communities provide that information in a timely fashion to ensure the reimbursement process occurs in an expeditious manner.

Question: There is concern that local communities receive conflicting information about the various contracting methods for debris removal. Are FEMA personnel fully prepared to answer all the questions when a Mayor needs help on the front end planning the removal of debris?

ANSWER: FEMA provides training regarding the various facets of debris removal operations, available both at the Emergency Management Institute and online for independent study and completion. FEMA has also developed an on-line debris contractor registry tool to assist State and local governments in identifying and contacting contractor resources. The Debris Removal Contractor Registry tool is available on FEMA's website at www.fema.gov/business/contractor.shtm.

Further, FEMA encourages applicants to have a Debris Management Plan in place prior to a disaster that outlines the plan for performance of the work, including contract information, staffing, and other pertinent information, such as the utilization of temporary debris storage and reduction sites and landfills. FEMA's Debris Management Guide (FEMA 325) provides comprehensive information on debris management planning, contracting methods, and FEMA eligibility.

When requested, FEMA can provide technical assistance to State and local governments on debris removal operations following a disaster. FEMA may mission assign USACE to assist in this effort. FEMA and USACE can assist local entities in planning debris operations and provide guidance on managing operations, contracting, and eligibility.

Assistance to Firefighter Waivers

Question: The FY13 budget includes legislative language waiving the stipulation that local communities shoulder some of the cost and that they hire new firefighters, which was the original purpose of the program. Further, your budget justification includes plans to put forward guidance that funds in FY13 be used to hire post-9/11 veterans. Administrator Fugate, can you explain to us the rationale for requesting these waivers – and for funding that will not actually be executed until sometime in FY14?

ANSWER: Since the waivers were enacted in Fiscal Year (FY) 2009, Staffing for Adequate Emergency Response (SAFER) has funded positions for rehiring firefighters, as well as, new positions. Local communities across the country continue to struggle with funding public safety positions and are forced to reduce staffing levels. The waivers requested would allow FEMA to provide funding for rehiring firefighters that have been laid off due to this economic crisis. Additionally, many communities are concerned about committing to a five year period of performance since they cannot predict when the economy will improve, hence the waiver to reduce the period of performance to two years. FEMA was able to provide funding to rehire over 2,300 firefighters with the waivers that were in place for the FY 2009 and FY 2010 grant periods. Additionally, over 1,000 new positions were funded.

Question: If hiring veterans is now a priority, why didn't you include that in the guidance for FY12 that was only released four weeks ago – and how do you justify the need for hiring NEW firefighters that are veterans while also requesting a waiver to the requirement that funds be used to hire new firefighters?

ANSWER: The FY 2012 guidance has not been released, although it is expected to be released in June. The FY 2011 guidance was released in December and included the following language on page 6:

"FEMA strongly encourages applicants, to the extent practicable, to seek, recruit, and hire post-9/11 veterans to increase their ranks within your department in order to take advantage of the provisions of the VOW To Hire Heroes Act of 2011. More information on the Act can be found at http://www.gibill.va.gov/benefits/other_programs/vow.html. In FY 2012, FEMA anticipates a preference for all SAFER applicants to have a policy in place addressing their intent to implement strategies to support this Act and to have recruiting efforts aimed at post-9/11 veterans"

The waivers allow FEMA to meet the diverse needs of fire departments across the country. While some fire departments need to increase capacity (new hire), many are dangerously below minimum staffing levels due to budget reductions. FEMA cannot meet the public safety demand without the ability to accommodate the requests for new hires and rehiring laid off firefighters. Although the actual decision to either hire new firefighters, or rehire laid off firefighters, or retain firefighters will be driven by local needs, there is still a benefit to include a veteran's preference for those communities that need to expand their capabilities and hire new fire fighters.

Public Assistance Bottom Up Review

Question: In October 2010, you initiated a bottom up review of the Public Assistance program. Additionally, in the past year you have worked to decrease the amount of time it takes to approve project worksheets associated with public assistance grants. What is the status of this review?

ANSWER: The Public Assistance Bottom-Up-Review (PA BUR) was initiated last year to perform a thorough examination of the Public Assistance program and develop ideas for redesign with the objective of significantly improving program efficiency and effectiveness. The PA BUR effort was completed in early January 2012, and the findings and recommendations are being incorporated into a comprehensive plan for implementation.

Question: What changes will FEMA recommend to redesign and streamline the Public Assistance program to provide applicants the greater flexibility in the recovery process while ensuring accountability for the use of taxpayer dollars, as well as compliance with Federal statutory requirements?

ANSWER: Once the internal concurrence process is concluded, FEMA will provide more information on the proposed actions.

Question: Will the recommendations require change to existing authorities under the Stafford Act?

ANSWER: The recommendations are under development.

Question: How has FEMA addressed the delays in approving the project worksheets required as part of the public assistance program? What other changes do you plan?

ANSWER: FEMA will increase consistency in the delivery of the current PA program across Regions and disasters. Improving efficiency in the project worksheet process is one area that we are specifically targeting as a short term priority. FEMA is in the process of developing additional guidance and training for field staff as well as State and Applicant staff to improve the process. In addition, FEMA is still in the process of designing the implementation of the Courses of Action resulting from the PA BUR.

Predisaster Mitigation and the National Preparedness

Question: Administrator Fugate, the FY13 budget includes no additional funding for the Predisaster Mitigation grant program, which funds projects such as property acquisitions and elevations, flood mitigation measures, and safe rooms. Yet the recently released National Preparedness Goal includes mitigation as one of the five main preparedness goals...and states that "Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters"...which is exactly what the Predisaster Mitigation program does. How do you justify no funding for this program when mitigation is one of the five mission areas in the National Preparedness Goal?

ANSWER: The Pre-Disaster Mitigation Program provided funds to state, local, and tribal governments for multi-hazard mitigation plans and projects and is redundant of other FEMA grant programs; therefore funding is not requested and the Budget proposes to terminate the program. Flooding is the nation's most costly and repetitive threat. FEMA will continue to fund flood mitigation projects under the Flood Mitigation Assistance Program, the Repetitive Flood Claims Program and the Severe Repetitive Loss Program. In the post-disaster environment, FEMA will continue to fund multi-hazard mitigation plans and projects under the Hazard Mitigation Grant Program. Additionally, mitigation planning will be an eligible expense for the Emergency Management Performance Grant Program and the proposed National Security Grant Program.

Question: Are you concerned that this potentially terminates one of the few programs that provide mitigation funding BEFORE disasters strike, unlike Hazard Mitigation funding that is only available AFTER a disaster?

ANSWER: There are three programs available under the Hazard Mitigation Assistance programs that provide funding for pre-disaster flood related activities. These programs are the Flood Mitigation Assistance, Repetitive Flood Claims, and Severe Repetitive Loss programs. These programs fund flood related mitigation projects similar to those that were eligible with the Predisaster Mitigation Program. Activities include property acquisition and structure demolition or relocation, structure elevation, dry flood-proofing of historic residential structures, and minor localized flood reduction projects. Additionally, mitigation planning will be an eligible expense for the Emergency Management Performance Grant Program and the proposed National Security Grant Program.

Question: What are the other programs that provide funding **prior** to disasters and at what level are they funded?

ANSWER: Under the Hazard Mitigation Assistance programs there are three pre-disaster flood related programs (Flood Mitigation Assistance, Repetitive Flood Claims, and Severe Repetitive Loss). Funding has varied under these programs.

HMA Program	FY 2010	FY2011	FY 2012	President's Proposed FY13
Flood Mitigation Assistance	\$40,000,000	\$40,000,000	\$40,000,000	\$120,000,000
Repetitive Flood Claims	\$10,000,000	\$10,000,000	\$10,000,000	
Severe Repetitive Loss	\$70,000,000	\$70,000,000	\$10,000,000	0

Question: With the elimination of funding for Predisaster Mitigation grants, what projects could be eligible for funding under the National Preparedness Grant Program?

ANSWER: The vision of the NPGP is to support the implementation of the National Preparedness Goal and the five mission areas found therein. The NPGP will support the following Mitigation mission area core capabilities: Planning, Public Information and Warning, Operational Coordination, Risk and Disaster Assessment and Threats and Hazards Identification. In addition, the NPGP will partially support community resilience and long term vulnerability reduction core capabilities.

Presidential Policy Directive – 8 on National Preparedness: Measuring Outcomes and Informing Budgets

Question: In November, FEMA submitted the National Preparedness System description to the President as required by Presidential Policy Directive – 8. In it, you describe the various “components and how they interact to build, sustain, and deliver the core capabilities in order to achieve the National Preparedness Goal.” Some of these components already exist and some will have to be developed. What are some of the existing programs that will be incorporated into the National Preparedness System, and what gaps exist?

ANSWER: Many of the programs and processes that support the components of the National Preparedness System exist and are currently in use. These include the National Incident Management System (NIMS), Comprehensive Assessment System (CAS), National Exercise Program (NEP), Remedial Action Management Program (RAMP), federal preparedness assistance programs (e.g., grants and technical assistance), and comprehensive preparedness guidance. While these programs and processes already exist, many are being further refined and aligned with the requirements and intent of PPD-8. Other programs and processes are currently under development to fill gaps or promote consistency, including the Comprehensive Preparedness Guide 201: Threat and Hazard Identification and Risk Assessment (THIRA) and the National Planning System, both of which build upon existing processes.

Question: How do you see this System informing budget decisions and resource allocations? Are there funding requests in your FY13 budget that were informed by these efforts?

ANSWER: Exercises, the Remedial Action Management Program (RAMP), and the Comprehensive Assessment System (CAS) provide the means to evaluate and validate current capabilities and to actively monitor and report progress on building, sustaining, and delivering capabilities. This analysis and reporting, with the annual National Preparedness Report as the principal product, will aid the allocation of preparedness resources and identify planning requirements to support national preparedness.

Almost all of FEMA's Protection and National Preparedness programs and projects are either informed by or inform the implementation of PPD-8. One major example is the FY13 request to reform the preparedness grants. As described in the vision document, the FY13 National Preparedness Grant Program (NPGP) seeks to sustain and continue to build on the core capabilities in the National Preparedness Goal in order to create robust national capacity based on cross-jurisdictional and readily deployable state and local assets. The NPGP will also utilize the capability estimation process (described in the THIRA CPG) employed by applicants and verified by DHS to determine capability and resource deficiencies to inform the allocation of grant dollars by grantees.

Question: What type of metrics will be used in this process and are you engaging stakeholders in creating quantifiable metrics?

ANSWER: As mandated by Presidential Policy Directive 8: National Preparedness (PPD-8), the National Preparedness System is the instrument the Nation will employ to build, sustain, and deliver the core capabilities identified in the National Preparedness Goal in order to achieve a secure and resilient Nation. The components of the National Preparedness System include: identifying and assessing risk, estimating the level of capabilities needed to address those risks, building or sustaining the required levels of capability, developing and

implementing plans to deliver those capabilities, validating and monitoring progress, and reviewing and updating efforts to promote continuous improvement.

An important component of the National Preparedness System is ongoing monitoring to ensure core capabilities are built to achieve the National Preparedness Goal and that current capabilities are sustained. A comprehensive assessment system (CAS) is used to measure and monitor this progress on behalf of the whole community. The National Preparedness Report (NPR), as mandated by PPD-8, is the principal product of CAS. This annual report summarizes the progress made toward building, sustaining, and delivering the 31 core capabilities (including preliminary targets) described in the National Preparedness Goal.

FEMA worked with the full range of whole community partners—including all levels of government, private and nonprofit sectors, faith-based organizations, communities, and individuals—to develop the 2012 National Preparedness Report. Specifically, FEMA collaborated with federal interagency partners to identify quantitative and qualitative performance and assessment data for each of the 31 core capabilities. In addition, FEMA integrated data from the 2011 State Preparedness Reports (SPRs), statewide self-assessments of core capability levels submitted by all 56 U.S. states and territories through a standardized survey. Finally, FEMA conducted research to identify recent, independent evaluations, surveys, and other supporting data related to core capabilities. FEMA synthesized, reviewed, and analyzed all of these data sources in order to derive key findings that offer insight on critical issues in preparedness, including areas where the Nation has made progress and where areas of improvement remain.

As part of the National Preparedness System, stakeholders are further refining preparedness measures and metrics. These include five mission area planning frameworks, interagency operational plans, and department-level, State, local, tribal, and territorial plans. Future NPRs will use these measures and metrics to better inform progress made towards building, sustaining, and delivering the core capabilities in the Goal.

PPD – 8 on National Preparedness: An-all-of-Nation Approach

Question: PPD – 8 focuses on what is called an “all-of-Nation” approach to disaster preparedness that will require integration not just between Federal, state, and local stakeholders but also the private and non-profit sectors. As budgets are reduced, this type of integration and collaboration is needed more than ever. Specifically, what will have to change to fully develop integration between the Federal government and State and local government?

ANSWER: PPD-8 affords the opportunity to integrate efforts across all sectors and all levels of government. Each deliverable required by the directive focuses on building on existing strengths, closing existing gaps, and integrating efforts amongst the whole community and across all mission areas. The National Planning Frameworks will provide the strategic doctrine for each mission area while the Federal Interagency Operational Plans (FIOPs) will identify the tactics and procedures for how each mission area will be executed. Comprehensive planning guidance will be developed and provided to help partners develop adequate, feasible and complete plans for each mission area. The Frameworks, FIOPs, and planning guidance, as part of the National Preparedness System, will support integration across all levels of government and mission areas. In order to truly accomplish full integration, the whole community (government and non-government) must be considered as part of a unified team to make our nation more secure and resilient from all threats and hazards. In order to change behavior and create a unified team representing the whole community, FEMA will lead the development of a national public preparedness and outreach campaign. This campaign will engage members of the public at both the local and national levels to improve individual and community ability to strengthen their own resilience to disasters. This campaign will reinforce the unified, whole-of-Nation approach to strengthening national resilience.

Question: How do you envision this system incorporating the private sector?

ANSWER: Individual communities, including businesses and private organizations, can implement the components of the National Preparedness System to enhance the preparedness level of their community, which

in turn enhances national preparedness. Additionally, at a national level, the private sector plays a large role in the Building and Sustaining Capabilities component of the System. For example:

- Jurisdictions may draw upon local private sector resources to help fill an identified capability gap.
- The system encourages private sector organizations to conform to voluntary, consensus-based NIMS standards, which will improve interoperability across the Nation and enhance capabilities. Certification under the Department's Private Sector Preparedness Program (PS Prep) is one such example.
- The National Training and Education System will engage existing academic institutions and private organizations, in addition to government training facilities and other organizations, to provide training and education.
- The National Planning Frameworks, which establish the doctrine for Prevention, Protection, Mitigation, Response, and Recovery, address the integration of the private organizations into national preparedness. To develop the Frameworks in an accurate, transparent and meaningful way, FEMA and its partners engaged more than 200 representatives from private and non-profit organizations in a series of 8 nationwide webinars and 6 in-person workshops. These events focused on encouraging input to inform the creation of the Frameworks and on obtaining feedback on the resulting working drafts. Organizations from various industries and markets participated, including finance, healthcare, telecomm, transportation, energy, as well as faith-based organizations and academia. Currently, the Framework authors are incorporating feedback and ideas into the working drafts, which are due on June 30, 2012.

Question: What changes have you already implemented and what others will we see in the next twelve months?

ANSWER: We completed the National Preparedness Goal and the National Preparedness System description in the fall of 2011, which in turn resulted in some changes to existing programs and tools. For example, the guidance for the funding opportunity announced in February 2012 Homeland Security Grant Program and related grants reflects building and sustaining core capabilities as defined in the National Preparedness Goal and using the Threat and Hazard Identification and Risk Assessment (THIRA) process as referenced in the National Preparedness System description. Additionally, we have begun to transition from assessment against the Target Capabilities List to the core capabilities defined in the current National Preparedness Goal. The transition to core capabilities expands the focus to include Mitigation, allows greater focus on Prevention and Protection activities, and supports programmatic, steady-state, and operational activities.

Within the next twelve months, we will publish the new National Planning Frameworks, as well as the first annual National Preparedness Report, Federal Interagency Operational Plans, and new comprehensive planning guidance. As a result, doctrine, strategy, and tactics executed under the Frameworks and Federal Interagency Operational Plans will be developed and/or enhanced, integrated with other mission areas, and take into account the roles and responsibilities of the whole community. Comprehensive planning guidance for the mission areas will help state, local, tribal, and territorial partners develop integrated, comprehensive plans.

Grant Reform

Question: Thus far, all we've seen is a "vision" document but that was lacking the details you need to implement a program. What is the status of guidance for the states to review for the new National Preparedness Grant Program?

ANSWER: FEMA/Grant Programs Directorate (GPD) is implementing a comprehensive outreach effort to include the thoughts, concerns and opinions of its state and local stakeholders in the development and implementation of the FY 2013 National Preparedness Grant Program (NPGP). The vision was intentionally written in broad terms to allow our state and local partners to be part of the development processes. On March 15, 2012, FEMA/GPD announced its new interactive website dedicated to encouraging discussions of the proposed NPGP. Through this website, GPD will be able to engage in an ongoing dialogue with the stakeholder community and listen to the thoughts, concerns and ideas of state, territorial, local, tribal, the private sector, non-governmental and faith-based organizations/governments. GPD has actively encouraged discussions and

conversations with our partners since the President's FY 2013 budget was announced on February 13, 2012. GPD is committed to continuing these discussions through one-on-one meetings, presentations, workshops, conference calls, and webinars.

Question: Will you provide funding to high-risk urban areas, port authorities, and transit agencies as you have in the past...or will funding be provided solely to states for distribution?

ANSWER: While many details of the National Preparedness Grant Program (NPGP) remain to be developed, the current plan calls for NPGP funds to be distributed through the States. The States will be responsible for coordinating the application process to avoid duplication and ensure that the limited Federal funding available is used in the most efficient manner. The NPGP is broadly seen as focusing on the development and sustainment of the core capabilities identified in the National Preparedness Goal in order to build a national preparedness capacity based on readily deployable State and local assets.

We expect to allocate funds under the NPGP across three broad purpose areas. These are: 1) Building and Sustaining Core Capabilities, 2) Enhancing Terrorism Prevention and Protection capabilities, and 3) Critical Infrastructure and Key Resource Protection. As envisioned, minimum allocations will be available to States and Urban Areas for the purpose of developing and sustaining core capabilities and enhancing terrorism prevention and protection capabilities. Funds will be distributed to States on a competitive basis. Funds distributed on a competitive basis will be validated through the FEMA Regional and State Threat and Hazard Identification and Risk Assessment (THIRA).

Question: Furthermore, if allocations are dependent upon a state's threat and risk assessments, when will you provide guidance on the process that you announced over a year ago?

ANSWER: Allocations of grant dollars are not determined by a state's THIRA but, rather, will continue to be determined by population and risk allocation formulas. Output from THIRAs will help jurisdictions recognize their greatest risks, identify capability targets and inform how investments such as grant dollars could best be spent. Comprehensive Preparedness Guide (CPG) 201: Threat and Hazard Identification and Risk Assessment will be released in April, 2012. CPG 201 contains a five-step THIRA process which is adaptable to the needs and resources of local, tribal, territorial, and state homeland security and emergency management partners. In addition to the guidance document, a CPG 201 Toolkit with online resources, references, and example tables was also released in April, 2012 to assist our state and local partners in completing a THIRA. THIRAs are required to be submitted to the grantee's FEMA Federal Preparedness Coordinator by the end of the calendar year, December 31, 2012.

Reception and Representation

Question: How does FEMA plan to utilize its reception and representation expenses in 2013? To date, how much has been spent in 2012 and what is the plan for the remainder of the fiscal year? Please provide details for each expenditure.

ANSWER: For FY 2012, the \$2,500.00 fund is broken out as follows:
 \$1,500.00 for Gifts and mementos (ie. FEMA challenge coins for international visitors).
 \$1,000.00 for Boxed lunches for international visitors to FEMA such as:
 Urban Search and Rescue personnel from 6 international teams to discuss challenges in getting qualified teams to developed countries quickly.
 Canada emergency management working group discussion
 Mexico emergency management working group discussion
 Israeli annual meeting
 Multilateral resiliency meeting

To date none of the \$2,500.00 has been obligated. The FY 2013 funding level has not been established, but FEMA would use its reception and representation funds in the same way as outlined for FY 2012.

Hiring

Question: Please list the number, by office and pay grade level, of all FEMA employees hired non-competitively in fiscal year 2011 and explain why this was necessary.

ANSWER: Please see the attached spreadsheet tab titled "Non-comp hires." These were "special appointment authorities" – VRAs; students; disabilities, etc.

Defense-Activity Funding

Question: How much defense-activity funding is requested for FY 2013? If funding is requested, why was this amount not included in the detail table accompanying the budget submission?

ANSWER: FEMA is requesting \$58 million of defense-activity funding for FY 2013. This funding is found in Analytical Perspectives, Budget of the United States Government, Fiscal Year 2013, Table 33-1 "Federal Programs By Agency and Account" pages 180 (State and Local Programs) and 182 (Salaries and Expenses).

Contracts

Question: Please provide for the record, the number of noncompetitive contracts FEMA has entered into in fiscal year 2011, what is anticipated in 2012 and 2013, and an explanation as to why a non-competitive contract was chosen. As part of this response, please clearly delineate other transactional agreements and those purchases made from the GSA approved listings.

ANSWER: Below is our response regarding FY 2011 noncompetitive awards. We are gathering the data for FY 2012 and 2013 anticipated noncompetitive awards however a constructive response requires coordination with FEMA Program Offices and will take time to compile. We will continue to work on this answer and will stay responsive to the committee.

The total number of new contract actions (not counting modifications) for FY 2011 was 5,114. This equated to \$889,619,229.

The total number of noncompetitive actions awarded in FY 2011 was 666. This represents 13% of the total number of new contract actions awarded on a noncompetitive basis. The reason for those noncompetitive awards is provided in the following table.

Category	FY 2011 Actions Volume [# of Contract Awards]	FY 2011 Actions Dollars [\$ Obligated]
Not Available for Competition	143	\$29,472,021
Not Competed	238	\$26,083,176
Not Competed -Simplified Acq. Proc.	281	\$13,816,607
Follow-on to Competed Action	4	\$15,695
TOTAL Noncompetitive	666	\$69,387,499

- Not Available for Competition: The action is not available for competition, e.g., awards directed to Ability One, UNICOR, or a regulated utility in accordance with FAR Part 41.
- Not Competed: This includes actions awarded pursuant to FAR Part 6.3 – Other than Full and Open Competition, e.g., a follow-on contract for the continued development or production of a major system or highly specialized equipment, awards to a unique source, awards to vendors with patent or data rights, utilities contracts in some circumstances, and urgency.
- Not Competed – Simplified Acquisition Process: Noncompetitive actions issued under FAR Part 13, in accordance with FAR 13.106-1(b).
- Follow-on to Competed Action: Competition would result in duplication of costs or unacceptable delays.

Other Transactional Agreements – FEMA did not enter into any other transactional agreements.

Noncompetitive Purchases through GSA Schedule Contracts -- There were 150 noncompetitive contract actions based on GSA Schedule contracts.

Question: In total, how much of your awards are competitive? Please answer in dollar amount and percentage.

ANSWER: FEMA awarded 9,334 actions [contracts and modifications] valued at \$1,382,758,655, as reported in FPDS-NG Standard Reports. The number in the following table is 77.5% percent of the total awarded dollars of \$1,382,758,655

FY 2011 Contract Actions Inclusive of New Actions and Modifications

Competed Dollars	\$1,071,922,225
Competed Dollars Percentage	77.5%

Question: Update and submit, through the most recent month available, the list provided in last year's hearing record regarding Sole Source Contracts. Organize by contractor, purpose, appropriation account, dollar award, full performance value, contract start date, contract end date, and reason for sole-source.

ANSWER: Please see the attached spreadsheet tabs titled "Contracts – Part A" and "Contracts – Part B".

Question: Please provide for the record a list of all FEMA contracts, grants and other transactions where work is performed outside of the United States. Organize by contractor, purpose, dollar award, full performance value, contract start date, and contract end date.

ANSWER: FEMA's Office of the Chief Procurement Officer has identified two contract actions where work is performed outside the United States. The required information is provided below. FEMA does not have the authority to enter into other transactions.

Contractor	Purpose	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date
DARREN E PRICE	INSTRUCTION AND FACILITATION OF ADAPTED MASTER EXERCISE PRACTITIONER PROGRAM (MEPP) TRAINING IN CHINA.	\$6,800.00	\$6,800.00	7/25/2011	8/27/2011
MARION L SLOANE JR	INSTRUCTION AND FACILITATION OF ADAPTED MASTER EXERCISE PRACTITIONER PROGRAM (MEPP) TRAINING IN CHINA.	\$6,820.00	\$6,820.00	7/25/2011	8/27/2011

Bonuses

Question: Please provide a table showing how much is requested in the 2013 budget for bonuses for FEMA political employees, FEMA SES employees, and FEMA non-SES employees.

ANSWER: No funding is requested in the 2013 budget for bonuses (awards) for FEMA political employees. For FEMA SES employees \$400,000 is budgeted in 2013 for bonuses. For FEMA non-SES employees \$9.258 million is budgeted in 2013 for bonuses, which includes an estimate of up to \$4.339 million for Disaster Relief Fund (DRF) temporary and part-time employees if 2013 DRF salaries and benefits are executed as projected.

SES FY 2013 Award Budget	\$400,000
Non-SES FY 2013 Award Budget	\$9,258,090
<i>of which DRF estimated FY 2013 Award Budget</i>	<i>\$4,339,330</i>

Question: Please list all FEMA SES bonuses provided in 2011 by position, office, and bonus amount.

ANSWER: Please see the attached spreadsheet tab titled "SES Bonuses".

Question: Please list by office and pay grade level the number of non-SES employees who received a bonus or quality step increase (qsi) in 2011, the total bonus/qsi expenditures for the particular office and pay grade, and the total number of employees in the office and pay grade.

ANSWER: Please see the attached spreadsheet tab titled "non-SES Awards".

Travel

Question: Please provide for the record a table that shows all funds expended by FEMA political employees for travel in 2011. Include name of individual traveling, purpose of travel, location(s) visited, and total cost.

ANSWER: Please see the attached spreadsheet tab titled "Travel".

Unobligated Balances

Question: Please provide unobligated balances within FEMA, by appropriation account, and when you anticipate that they will be expended.

ANSWER: Please provide unobligated balances within FEMA, by appropriation account, and when you anticipate that they will be expended.

DEPARTMENT OF HOMELAND SECURITY - FEDERAL EMERGENCY MANAGEMENT AGENCY		
AS OF FEBRUARY 29, 2012		
Appropriation	Unobligated Authority (Carryover)	Projected Expenditure
Flood Hazard Mapping and Risk Analysis 70-X-0500	2,185,969	Approx 33% of unobligated balances will be expended by end of FY2012.
State and Local Programs 70-X-0560	9,027,252	Approx 44% of unobligated balances will be expended by end of FY2012.
National Predisaster Mitigation Fund 70-X-0716	175,420,472	On average, awards expense over a six year period from date obligated.
National Flood Insurance Fund 70-X-4236	2,135,743,577	\$1.6 billion has been expended to date, with the remaining to be fully expended in FY 2012.
Radiological Emergency Preparedness 70-X-0715	44,249,123	Approx 76% of unobligated balances will be expended by end of FY2012.
Office of Domestic Preparedness 70-X-0511	1,316,513	This acct previously rescinded. No plans for these unobligated balances.
Assistance to Firefighters Grants 70-11/12-0561	463,306,103	Approx 22% of unobligated balances will be expended by end of FY2012.
Management and Administration 70-11/12-0700	5,436,871	Anticipate full unobligated balances will be expended by end of FY2012.
National Predisaster Mitigation Grants 70-X-0701	3,509,246	On average, awards expense over a six year period from date obligated.
Administrative and Regional Operations 70-X-0712	2,110,488	Anticipate full unobligated balances will be expended by end of FY2012.
TOTAL, FEMA	2,842,305,614	

QUESTIONS FOR THE RECORD SUBMITTED BY

THE HONORABLE David Price

Administrator Craig Fugate, Federal Emergency Management Agency

Committee on Appropriations
 Subcommittee on Homeland Security
 FY 2013 Budget Request - FEMA
 March 7, 2012

New National Preparedness Grant Proposal:

Question: The President's budget for FY 2013 has several changes to the State and Local grant program. It proposes: (1) streamlining 16 separate preparedness grant programs into a single, newly titled National Preparedness Grant Program – not including continued separate line items for EMPG and Firefighter Grants (2) implementing a new two year period of performance with very limited extensions, (3) using a competitive risk-based model for making funding decisions; (4) requiring grantees to develop and sustain core capabilities; and (5) using strong incentives to speed up spending of State and local grant balances. It takes the FY 2012 Appropriations Act, which provided essentially one block of funding for the 16 grants programs (with a few carve outs), a step further. Yet questions remain on how it would be implemented and how previously identified challenges with the grant program will be addressed. These challenges include questions about DHS' ability to develop risk models that appropriately account for threat, vulnerability, and consequence, which is one the main foci of these grants. Administrator Fugate, how are you planning to implement this new grant program?

ANSWER: The Fiscal Year (FY) 2013 National Preparedness Grant Program (NPGP) seeks to sustain and continue to build on significant state, territory, tribal and local preparedness capabilities that have been developed to prevent, protect against, respond to and recover from all kinds of disasters and threats. These capabilities represent a robust national capacity based on cross-jurisdictional and readily deployable state and local assets. To increase efficiency, FEMA will consolidate current grant programs into a comprehensive NPGP (excluding EMPG and Fire grants). The NPGP will enable grantees to develop and sustain core capabilities outlined in the National Preparedness Goal instead of requiring grantees to meet the mandates from multiple individual, often disconnected, grant programs.

Consolidating grant programs and streamlining the grant application process reduces the burdens placed on state and local grantees and is consistent with the Redundancy Elimination and Enhanced Performance for Preparedness Grants Act. The resulting increased efficiency will enable grantees to focus on how federal funds can add value to the jurisdiction's prioritization of threats, risks and consequences while contributing to national preparedness capabilities. In addition, all states and territories are required to complete a comprehensive Threat Hazard Identification and Risk Assessment (THIRA) which provides an approach for identifying and assessing risks and associated impacts across their state/territory. NPGP will be one tool that states and territories will use to address their identified threats and risk. The coordination that will be achieved through NPGP will assist grantees in their efforts to address the gaps identified in their THIRA, while building important statewide and national capabilities.

Question: How does FEMA plan to distribute funding using a competitive risk based model—especially in a consolidated grant program—when each of the separate programs uses different inputs and has different focus areas? For example, how would FEMA compare a port project to a transit project in a major urban area? What criteria will be used to evaluate across these projects—which previously would have been considered separately?

ANSWER: Many details of the NPGP are under development in coordination with stakeholders. That said, the NPGP is broadly seen as focusing on the development and sustainment of the core capabilities identified in the National Preparedness Goal in order to build a national preparedness capacity based on readily deployable State and local assets.

Under the NPGP, funds will be distributed across three broad purpose areas. These are: 1) Building and Sustaining Core Capabilities, 2) Enhancing Terrorism Prevention and Protection capabilities, and 3) Critical Infrastructure and Key Resource Protection. As envisioned, minimum allocations will be available to States for the purpose of developing and sustaining core capabilities and enhancing terrorism prevention and protection capabilities. Other funds will be distributed on a competitive basis. Funds distributed on a competitive basis will be validated through the FEMA Regional and State Threat and Hazard Identification and Risk Assessment (THIRA).

In FY 2012, both the Transit Security Grant Program (TSGP) and the Port Security Grant Program (PSGP) are fully competitive using a comprehensive risk methodology, as well as a review of their investment justifications. Transit agencies and port areas will remain eligible to apply under the FY 2013 NPGP. Part of the coordination that will be required under the FY 2013 NPGP is coordination between the State and other important homeland security partners such as transit agencies and port areas to identify needs to be filled and capabilities to be sustained. Funding will be determined by what needs should be addressed and by what capabilities should be sustained rather than whether the applicant is a port or transit system.

DHS/FEMA will continue to evaluate programs and funding levels using a comprehensive risk formula that takes into account current threats, vulnerabilities, and consequence factors. DHS/FEMA will also review the Threat and Hazard Identification and Risk Assessment (THIRA) submitted by each State to assist in making funding determinations.

Question: Why do you need to get rid of the line-item listing of grant programs in your statutory language for 2013? If we were to include that list in our Appropriations bill, as we did in FY12 for instance, what could you not do that you want to do?

ANSWER: FEMA is proposing one consolidated grant program, the National Preparedness Grant Program (NPGP), in an effort to reduce duplication and increase efficiency. As proposed, the NPGP will continue to fund current activities but do so in a manner that allows for comprehensive funding choices which cut across individual funding streams or programs.

If FY 2013 grants were appropriated in the same manner as FY 2012, DHS could generally still implement its vision for FY 2013, however, some added flexibility could be beneficial. The following issues, but not limited to these issues, are likely to arise:

- The 9/11 Act is focused on terrorism while DHS's vision for 2013 has an all hazards focus, but the equipment purchased for terrorism in most situations could be used in an all hazards context; removing the terrorism-only requirements for SHSP and UASI would be beneficial (9/11 Act §§ 2003(a) and 2004(a));
- The strict 80/20 provision requiring the state to make 80% of the grant funds received available to local and tribal governments may prevent some of the vision from being implemented. While

FEMA will strive to maximize local use of funds, additional flexibility would be beneficial (9/11 Act § 2004(c)(1)(a));

- The minimum allocations to each state would be followed if continued, however, flexibility in this requirement would be beneficial (9/11 Act § 2004(e)); and
- The requirement that 25% of the SHSP and UASI funds must be used for LETPP will also be followed if continued, although flexibility in the overall percentage would help some state, local or tribal governments to maximize their investments (9/11 Act § 2006(a)(1)).
- The Transit Security Grant Program (TSGP) requires that grants go directly to public transportation agencies, thus if all funds were to go to NPGP, which presumably would be administered by the States, it would be beneficial to add flexibility to this requirement (6 U.S.C. § 1135); and
- The Port Security Grant Program (PSGP) provides that the allocation of funds based on risk to implement Area Maritime Transportation Security Plans and facility security plans may be awarded among port authorities, facility operators, and State and local government agencies required to provide port security services. Thus, if all funds were to go to NPGP, which presumably would be administered by the States, it would be beneficial to reduce flexibility to this requirement so that all funds would go through the States (46 U.S.C. § 70107(a)).

Question: GAO has reported (GAO-09-491, GAO-12-47) that the limited drawdown amounts among grant programs are due to a variety of factors. One of these factors is that agencies are reluctant to pay for projects until completion, so reimbursement often comes at the end of the performance period. According to FEMA officials, the agency is now planning to increase project draw down and speed up spending, and to require grantees to complete projects within a shorter designated period of performance. What impact does FEMA anticipate, if any, in requiring grantees to complete projects more quickly?

ANSWER: In an effort to comply with the requirement to increase the rate of drawdown grantees have begun surveying currently proposed projects to determine which of those projects can be completed within the established timeframes. In some cases, projects are of the nature that they can be completed in the near future with no impact to the planned outcome. In other cases, projects are complex multi-year endeavors, and to meet the two year requirement they have to segregate these projects into distinct phases to comply with the two year period of performance. Lastly, grantees may need to modify the scope of the project(s) or provide justification for an extension to the grant period of performance. Moving forward into FY 2013 and beyond, the shorter period of performance will encourage grantees to focus their efforts on projects they believe will be completed within the period of performance.

Question: What measures will FEMA put into place to mitigate the risk of inappropriate spending as grantees attempt to expend their grant funding within a shorter timeframe?

ANSWER: In the event a grantee elects to reprioritize funds, FEMA has developed a process to ensure grantees submit project information for review. Those requirements are detailed in Information Bulletin #379 which states:

Grantees must include the following information in their requests:

1. A revised project budget and implementation timeline;
2. A description of how the project supports one or more core capabilities contained within the National Preparedness Goal (NPG);
3. A description of how any new project and associated project costs are in alignment with the programs' respective authorizing legislation (i.e., 9/11 or SAFE Port Acts);

4. A description of the mechanism through which any resources purchased with grant program dollars per the expanded program allowability will be deployable or otherwise shared by neighboring jurisdictions¹;
5. Environmental and Historic Preservation (EHP) documentation, if applicable; and
6. Assurances that the expenditure of federal funds will comply with Title VI laws and other regulations prohibiting discrimination by grantees/recipients of federal funds.

Additionally, ongoing programmatic and financial monitoring will continue and as part of those efforts FEMA staff examines a number of project and grant management issues to include allowable costs.

Question: GAO has reported that FEMA needs to improve oversight and coordination of its preparedness grant awards to identify and address any unnecessary overlap and duplication. How does FEMA plan to coordinate preparedness projects under the consolidated grant structure – i.e. what benefits, if any, would a consolidated program have with respect to FEMA’s ability to compare projects in order to minimize the risk of duplication?

ANSWER: A consolidated grant structure provides FEMA with a higher degree of oversight and coordination of grant awards by combining all funding requests into one application. The single application will be submitted to FEMA on behalf of the entire state/territory. The state/territory will, for the first time ever, have oversight into all funding requests including those from urban areas, port areas, and transit agencies. Once FEMA receives the application from the state/territory, there will be one application for FEMA to review, which also provides a mechanism for oversight on all funding requests statewide. If the state/territory and FEMA both have increased oversight into all projects that are funded by a particular state, the possibility of funding duplicative projects is greatly reduced.

Question: If FEMA is consolidating its entire grant programs into a single National Preparedness Grant Program, do you anticipate any savings in administrative costs?

ANSWER: Initially, savings will be limited because FEMA will be creating a competitive, complex, and multifaceted grant program while simultaneously administering and managing the existing open grant awards. In future years, assuming that FEMA continues to maintain one large preparedness grant program, the cost for managing and administering the preparedness grant programs will likely drop as awards are closed and there are fewer grants to manage.

Question: How much does FEMA expect to save in administrative costs by consolidating these grant programs into a single National Preparedness Grant Program?

ANSWER: Potential cost savings are under development.

Question: What is the status of FEMA’s implementation of its Non-Disaster Grants Management system and how will it be used under this consolidated approach for National Preparedness grants? ?

ANSWER: The Non-Disaster Grants Management System (ND Grants) is being implemented in a phased approach. ND Grants was used for the first time for FEMA’s preparedness grant application period in May 2011. The current implementation of ND Grants supports application submission; application review, award package creation, and post award grant amendments. The next phase includes the migration of historical data from the Department of Justice, Office of Justice Program Grants Management System into ND Grants, construction of a financial interface between FEMA’s financial system and ND Grants, and integration and enhancement of the Grant Reporting Tool (GRT) capabilities of collecting project level data and sub-grantee functionality. This will allow for the retirement of the GRT for the FY 2013 grant cycle. Other manually processed grant programs outside the National Preparedness suite have been, and will continue to be consolidated in and automated with ND Grants. During FY 2013, a connection will be established to the

Enterprise Data Warehouse which will allow for flexible standard and ad hoc reporting capabilities. The last phase will be to perform system modifications to allow for consolidation of legacy grants management systems such as the Assistance to Firefighters Grant system and the Mitigation eGrants system which will start in FY 2013 and we anticipated completion during 2014.

The current implementation of the Non-Disaster Grants Management System (ND Grants) is capable of supporting the consolidated approach for National Preparedness Grants. It will be used for application submission, review, award package creation, and post award grant amendments. The planned phased implementation of ND Grants will continue to enhance FEMA's efficiency in managing and reporting on these grants.

Question: What adjustments to the system will be needed, if any, due to the consolidation of the grant programs?

ANSWER: No adjustments to the system or the planned phased implementation will be needed due to the consolidation of the grant programs.

Question: Will this system be fully functional and able to assist FEMA in coordinating its review of preparedness grants?

ANSWER: Although the Non-Disaster Grants Management System, will continue to be expanded, it is currently operational and capable of assisting FEMA in coordinating its review of preparedness grants.

Emergency Management Performance Grants

Question: Administrator Fugate, there appears to be a major change in the EMPG Guidance for FY 2012. The EMPG program has formerly been very straightforward and simple – it was designed to provide financial support to assist in developing basic capacity for emergency management among those statutorily charged with emergency management responsibilities at the State and local government levels. I have long been a supporter of this program and the activities they undertake with these funds. But your new guidance expands the use of these dollars. It permits EMPG funds to be sub granted to non-government emergency management stakeholder entities, such as non-profits, public and private universities, hospitals, and faith-based entities. Are there specific items or entities you want to fund that you simply cannot without this change?

ANSWER: FEMA added this provision to the EMPG Funding Opportunity Announcement (FOA) in order ensure that the whole community is included the emergency management discussion, however, it was not adequately vetted with the stakeholder community. As a result, FEMA issued Information Bulletin (IB) # 383 on 03/09/12, which eliminated the language in question from the FOA. To provide flexibility to States and territories, without establishing any requirement to fund certain organizations, the follow language was included in the IB:

A comprehensive State emergency management system must engage stakeholders at all levels. Local emergency management organizations should remain informed and have the opportunity to provide input to State planning processes. Although FEMA expects States to include support for their local jurisdictions in the EMPG Program, each Governor is responsible for determining the appropriate amount of funding to be passed through to support the development or enhancement of local emergency management performance capabilities.

Question: As you are no doubt aware, many in the emergency management community are concerned with this proposal. Is there reason for entities that currently receive funds to be wary?

ANSWER: As stated above, GPD has corrected the EMPG Guidance. FEMA did not intend to imply new funding requirements in FY 2012. Funding decisions still remain with the States and local recipients.

Disaster Relief Fund

Question: The FY 2013 budget requests \$6.089 billion for the Disaster Relief Fund. Of this total, \$5.481 billion is for major disasters and is funded using from the new BCA disaster category. The remaining \$608 million will be to fund non-major disaster items such as wildfires, surge, and disaster readiness activities. The request is \$987 million below the FY 2012 enacted level, but FEMA estimates that this level will fully fund catastrophic expenses in 2013 (as required by the BCA).

Administrator Fugate, this is the first time in 5 years that I (either as Chairman or Ranking Member) have not questioned the paltry appropriations request for Disaster Relief; an appropriations request which largely ignored the multi-year costs to recover from a catastrophic event. So first off, I must say that I am pleased to see a \$6.09 billion request for Disaster Relief for 2013. What I do have questions about however is how your request was built. Your request does not assume any catastrophic events in 2013. Is that realistic? In 2011, for example, we had 99 major disasters alone, some of which, such as the Alabama and Missouri tornados reached the catastrophic threshold of over \$500 million. When was the last fiscal year without a catastrophic event?

ANSWER: The DRF 2013 request includes no funds for new catastrophic events that may occur in 2013. FY 2009 was the last year without a catastrophic event.

Question: If catastrophic disasters occur either during the remainder of 2012 or 2013, how do you anticipate funding these needs?

ANSWER: FEMA's FY 2013 DRF budget request assumes that any new catastrophic events in 2012 or 2013 that cannot be funded with our current resources will be funded with supplemental funding in accordance with the Budget Control Act.

Question: Over the past two years, FEMA has had to be very aggressive in recovering funds and closing out old disasters because of the financial situation you were in. During those years, you recovered \$2.6 billion in 2010 and \$2.1 billion in 2011. For 2013, you are projecting recoveries of \$1.2 billion. Is this feasible? It seems like you have already wrung all the extra pennies out of your program? If you don't receive this level of recoveries, how will you make up for this shortfall?

ANSWER: Yes, \$1.2 billion of projected recoveries is feasible. FEMA continues to aggressively pursue recovery of excess funds related to contracts, mission assignments and grants with particular focus on Public Assistance grants.

Throughout the fiscal year, FEMA continuously monitors the balance of the DRF and the projected balance at year-end. The Agency continues to aggressively pursue recovery of unused funds and to manage the administrative costs associated with the disasters to help ensure the solvency of the Fund. In addition, the FY 2013 budget request included a \$500 million reserve.

Flood Hazard Mapping and Risk Analysis

Question: Over the past two years, significant cuts have been made to the Flood Hazard Mapping and Risk Analysis program. In 2011, this account was funded \$181.6 million; in FY 2012, funding was reduced to \$97.7 million; and the budget request for FY 2013 is \$89.3 million. This is more than a 60 percent reduction if the request is adopted. These funds are used to modernize, maintain, and digitize flood maps as well as mitigate

flood related risks. Statutorily, FEMA has to update its flood maps every five years, which means they review about 20 percent of the maps each year. These maps are critical to our preparedness and mitigation efforts because better data lets us know where the risks are with greater precision.

FEMA says that it supplements this appropriation with fees derived from the National Flood Insurance Program; however, these fees have been declining and FEMA anticipates no growth in its policies, so fees will not make up this funding difference. Administrator Fugate, how can you justify another cut to the Flood Hazard Mapping and Risk Analysis program on top of the severe cut you proposed in 2012? Does this mean you won't update flood maps on a five-year cycle?

ANSWER: FEMA is required to assess the need to update its flood maps at least once every five years from the date the maps are effective. See 42 U.S.C. § 4104 (e). Following an assessment, if FEMA determines that revision and updating of a flood map is necessary, FEMA must remap. See 42 U.S.C. § 4104 (f). Over the last few years Risk MAP has implemented program efficiencies saving nearly \$8 million annually enabling FEMA to deliver the same amount of product and service for reduced cost. However, reductions proposed in FY13 exceed the savings we have realized; thus, we will not deploy Risk MAP to the extent originally planned. The amount requested does allow FEMA to continue to make progress on the Risk MAP vision implementing projects that cover an additional 3% of the U.S. population with the resources requested.

The primary goal in the Risk MAP multi-year plan is to ensure that 80% of the Nation's flood hazard data is current – the flood hazard data are new, have been updated, or deemed still valid through Risk MAP review and update process during the initial implementation of Risk MAP. At this funding level, assuming additional efficiencies cannot be achieved, reaching that goal will be delayed another three to five years. Risk MAP will continue to make progress, but more homeowners will rely on flood hazard maps that are not current.

The Administration is committed to reducing federal expenditures. The amount requested allows for progress in Risk MAP to continue but clearly will slow that progress. This is a difficult decision, but it's reasonable given a multitude of competing national priorities and limited resources.

While technology will continue to improve our efficiency, map updates will not be completed before the next five-year review and assessment at this funding level. Progress will be slowed due to budget reductions, but Risk MAP will continue to engage communities and work collaboratively with them to make progress on actions to reduce risk and make progress on all the Risk MAP goals.

Non-Accredited Levees

Question: Levees are found in approximately 22 percent of U.S. counties, where almost half of the U.S. population resides and are, for the most part, owned and maintained by the locality in which they are located. Under the National Flood Insurance Program (NFIP) regulations, FEMA requires that levee owners or community officials seeking to demonstrate the flood protection provided by a levee submit an engineering certification indicating that the levee complies with certain criteria. Flood insurance purchase is mandatory for all federally backed mortgages for properties FEMA designates as being located in a special flood hazard area, which are those areas that have an estimated 1 percent annual chance of flooding. If a levee receives accreditation from FEMA, homeowners who reside in the area protected by the levee are not subjected to the federal requirement to purchase flood insurance, but still retain the option to purchase flood insurance. Levees that cannot meet the FEMA standard are not accredited and homeowners must buy flood insurance.

In the past, FEMA treated non-accredited levees as if they did not exist at all. But last March, FEMA began a review of its levee procedures to consider the level of flood protection each structure (levee or dam) provides, even if they are in a weakened state. The public comment period for the non-accredited levees closed on

January 30, 2012. FEMA has received more than 1400 comments from 160 entities on its revised levee procedures. Once the agency fully vets the comments, it will issue a final rule. Until a final rule is issued, 242 projects are on hold. Administrator Fugate, briefly highlight for me how you plan on factoring in protection from non-accredited levees or levees under repair. And when do you anticipate a final rule will be issued on this topic?

ANSWER: As you are aware, we recognize that our previous binary approach to mapping the flood hazards associated with levees that do not meet the Federal accreditation requirements have been a concern for many. To be responsive to these concerns, we have proposed a draft approach that is more collaborative and flexible.

A primary component of our proposed approach is the collaboration and data sharing between the Federal government and local communities and levee owners. By sitting down early and often with local stakeholders and discussing the known strengths and weaknesses of the system, the data that is currently available or could be made available, and the most appropriate methodologies that should be employed to analyze the system, we can craft a more appropriate analysis and mapping approach. We strongly believe that this type of approach will increase program credibility and better achieve risk communication and risk reduction activities at the local level.

The other primary component is recognizing the variability in levee systems and creating an approach that has a higher level of flexibility. To achieve this, we have developed a suite of analysis and mapping procedures that can be utilized to best fit the appropriate situations. Also, we are interested in changing our approach so that we no longer make determinations based on the capabilities of the system as a whole, but dividing the system into specific reaches with similar capabilities for purposes of analysis. This way we can work with local stakeholders to more specifically reflect how the robust reaches of their levee system may impact flood hazards in their area, while also estimating how the weaker reaches impact flood hazards.

In addition to the above proposed changes to how we can analyze and map non-accredited levees, there are other existing opportunities for communities to impact the flood insurance and floodplain management requirements for leveed areas that meet specified completion milestones for new or levee restoration projects. Communities, State agencies, and Federal agencies sometimes construct new levee systems to address flood hazards and reduce flood risks to the people and structures in certain communities or areas within a state. In other situations, communities, State agencies, or Federal agencies will undertake a project to restore the flood protection capabilities of a levee system that had previously provided 1%-annual-chance flood protection, but which had been found to no longer provide this level of flood protection. FEMA has established regulatory and procedural requirements for the mapping of areas impacted by levee system construction and restoration projects. Our webpage at www.fema.gov/levees contains information and resources related to FEMA regulatory and procedural requirements. This page outlines the benefits of including FEMA flood protection restoration zones and adequate progress determinations, shown as Zone AR and Zone A99 respectively on Flood Insurance Rate Maps.

In an effort to be responsive to the immediate concerns of Congress and the citizens they represent, we undertook this interim step to modify the guidelines and specifications we provide to our mapping partners for the purpose of technical analysis and mapping. While the modification of these guidelines and specifications do not expressly require publication in the Federal Register or a formal public review process, we knew that because of the high level of interest in this subject, that it was good opportunity to gain stakeholder input. Therefore, since this is not a rule making activity, there will not be a final rule.

We are currently working to complete an analysis of the many very informative and thoughtful comments.

Snow Disasters

Question: Just last year alone, we had 99 major disasters. While we should hope that high number is an anomaly, a number of those disasters included what I would call routine weather events (snowstorms in the Northeast for example). The federal government declared major disasters for 816 events in the 35 years before the Stafford Act was passed. In the 23 years since, disasters have been declared 1,234 times, according to FEMA's statistics. Winter storms were the cause of 15 major disaster declarations before the Stafford Act and of 207 since. Administrator Fugate, why are so many snow emergencies being declared disasters? It seems like, in many instances, this is a routine event that a city or state should be prepared for, particularly if you are from the "snow belt" states.

ANSWER: FEMA evaluates each declaration request and provides a recommendation to the President based on whether the situation is of such severity and magnitude to be beyond the State and affected local governments' capabilities; and whether or not supplemental Federal assistance under the Stafford Act is necessary and appropriate. FEMA uses Disaster Assistance Policy 9523.1 "Snow Assistance and Severe Winter Storm Policy" to evaluate requests for snow or severe winter storm assistance and the criteria FEMA uses to make recommendations to the President for such requests. Under FEMA regulations (44 CFR 206.227) and DAP 9523.1, counties must receive record or near record snowfall in order for FEMA to recommend the authorization of snow removal assistance as part of a declaration. When snow removal assistance is authorized, it is provided only for a limited time (usually 48 hours, or 72 hours in limited cases) as an emergency measure for the protection of public health and safety. Winter storms may also be declared where there is not record snowfall, however snow removal assistance will not be authorized. Severe winter storms can include major impacts from ice damage and other effects of severe winter weather.

Question: Do you believe that your current declarations are only for those items that communities and states cannot reasonably handle by themselves? Or have we moved away from that standard?

ANSWER: FEMA evaluates each declaration request and provides a recommendation, per the Stafford Act, to the President based on whether the situation is of such severity and magnitude to be beyond the State and affected local governments' capabilities; and whether or not supplemental Federal assistance under the Stafford Act is necessary and appropriate. FEMA uses the factors listed in 44 CFR§ 206.48 when evaluating a Governor's declaration request.

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Administrator	3	4
Administrator Total		4
Equal Rights	0	4
	4	1
	11	1
Equal Rights Total		6
External Affairs	0	38
	2	1
	3	2
	4	6
	5	7
	12	1
	14	1
External Affairs Total		56
FIMA - Insurance	4	1
FIMA - Insurance Total		1
FIMA - Mitigation	4	2
FIMA - Mitigation Total		2
Fire Administration	2	3
	3	1
	4	5
	5	1
	7	1
	12	1
Fire Administration Total		12
General Counsel	0	20
	2	1
	4	1
	13	12
	14	1
	15	1
General Counsel Total		36

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Mission Support	5	1
Mission Support		1
Total		
MSB - CAO	0	10
	2	1
	4	4
	12	2
	13	1
MSB - CAO Total		18
MSB - CFO	0	3
	1	1
	2	1
	4	2
	5	3
	6	1
	7	1
	9	1
	11	2
	12	1
	13	1
	14	1
MSB - CFO Total		18
MSB - CHCO	0	392
	2	2
	3	2
	4	5
	5	3
	6	1
	11	2
	12	4
MSB - CHCO Total		411
MSB - CIO	0	1
	3	5
	4	3
	5	1
	7	2
	9	3
	12	2
	13	1
MSB - CIO Total		18

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
MSB - CPO	0	4
	4	3
	7	7
	9	1
	11	1
	12	2
	13	2
	14	6
MSB - CPO Total		26
MSB - CSO	0	1
	2	3
	3	1
	4	1
	5	1
	7	1
	9	6
	11	3
	12	2
	13	2
MSB - CSO Total		21
PNP - Grants	3	4
	4	1
PNP - Grants Total		5
PNP - Nat Prep	2	2
	3	1
	4	2
	5	3
	9	2
	13	1
	14	1
PNP - Nat Prep Total		12
PNP - NCP	2	3
	3	4
	4	1
	5	3
	6	3
	8	1
PNP - NCP Total		15

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Policy & Pgm Analysis	3	1
	4	1
	5	1
Policy & Pgm Analysis Total		3
Protection & Nat Prep	3	1
	5	1
Protection & Nat Prep Total		2
Region Eight	0	98
	3	1
	12	3
Region Eight Total		102
Region Five	0	110
	4	6
	5	5
	9	1
	11	1
	12	4
	13	1
Region Five Total		128
Region Four	0	396
	4	1
	5	8
	7	1
	9	1
	11	8
	12	5
Region Four Total		420
Region Nine	0	37
	2	2
	3	2
	11	2
	12	3
	13	1
Region Nine Total		47
Region One	0	69
	4	6
	5	3
Region One Total		78

FEIMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Region Seven	0	119
	3	1
	4	3
	5	1
	9	3
	11	4
	12	4
	13	2
	14	1
Region Seven Total		138
Region Six	0	92
	4	1
	7	5
	8	1
	9	1
	11	5
	12	9
	13	1
	14	2
Region Six Total		117
Region Ten	0	49
	5	4
	7	2
	8	1
	9	3
	11	1
	12	4
Region Ten Total		64
Region Three	0	73
	4	1
	5	2
	9	1
	12	3
	13	1
Region Three Total		81
Region Two	0	283
	2	1
	4	2
	5	1
	7	1
	12	2
Region Two Total		290

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Response & Recovery	4	1
	7	1
Response & Recovery Total		2
RR - Logistics Dir	0	6
	3	1
	4	1
RR - Logistics Dir Total		8
RR - Recovery Dir	0	46
	3	1
	4	4
	5	4
	6	8
	7	7
	9	8
	11	22
	12	5
	13	2
RR - Recovery Dir Total		107
RR - Response Dir	0	75
	1	3
	3	2
	4	7
	5	1
	7	1
	9	1
	11	11
	12	18
	13	1
	14	2
	15	1
RR - Response Dir Total		123
FEMA Non-Comp Hiring FY 2011 Totals		2,372

FEMA SES Bonuses FY 2011		
Organization	Position Title	Awd Amt
External Affairs	DPTY DIRECTOR, EXTERNAL AFFAIRS	6,587.00
Fed Ins & Mitigation	DPTY FED INS AND MIT ADMIN	7,783.00
Fed Ins & Mitigation	DEPTY ASST ADMINISTRATOR, MIT	8,388.00
Fire Administration	DEPTY ASST ADMININISTRATOR	6,120.00
General Counsel	CHIEF COUNSEL	15,000.00
General Counsel	DEPTY CHIEF COUNSEL	12,000.00
General Counsel	DEPTY CHIEF COUNSEL	2,700.00
Mission Support	ASSOCIATE ADMIN MISSION SUPPORT	8,985.00
Mission Support	DEPTY ASSOCIATE ADMIN MISSION SUPPORT	35,940.00
Mission Support	DEPTY ASST ADMIN MISSION SUPPORT	17,970.00
MSB - CFO	CHIEF FINANCIAL OFFICER	16,861.00
MSB - CIO	CHIEF INFORMATION OFFICER	8,510.00
MSB - CPO	CHIEF PROCUREMENT OFFICER	8,173.00
PNP - Nat Prep	ASST DPTY ADMIN FOR NAT'L PRE	8,892.00
PNP - Nat Prep	DIRECTOR, NATIONAL EXERCISE DIV	8,421.00
PNP - Nat Prep	DIRECTOR, TECH HAZARDS DIV	8,606.00
PNP - NCP	DEPTY ASST ADMIN NAT'L CONTINUIT	8,510.00
Policy & Pgm Analysis	DEPTY DIR OF POLICY & PROG ANALYSIS	7,897.00

Region Four	REGIONAL ADMINISTRATOR (REG IV)	7,672.00
Response & Recovery	DEPTY ASST ADMIN RECOVERY	8,191.00
RR - Logistics Dir	ASSISTANT ADMINISTRATOR LOGIST	8,216.00
RR - Response Dir	DEPTY ASST ADMINISTRATOR	17,091.00
RR - Response Dir	DEPTY ASST ADMINISTRATOR RESP	17,784.00

FEIMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Administrator	3	4
Administrator Total		4
Equal Rights	0	4
	4	1
	11	1
Equal Rights Total		6
External Affairs	0	38
	2	1
	3	2
	4	6
	5	7
	12	1
	14	1
External Affairs Total		56
FIMA - Insurance	4	1
FIMA - Insurance Total		1
FIMA - Mitigation	4	2
FIMA - Mitigation Total		2
Fire Administration	2	3
	3	1
	4	5
	5	1
	7	1
	12	1
Fire Administration Total		12
General Counsel	0	20
	2	1
	4	1
	13	12
	14	1
	15	1
General Counsel Total		36

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Mission Support	5	1
Mission Support		1
Total		
MSB - CAO	0	10
	2	1
	4	4
	12	2
	13	1
MSB - CAO Total		18
MSB - CFO	0	3
	1	1
	2	1
	4	2
	5	3
	6	1
	7	1
	9	1
	11	2
	12	1
	13	1
	14	1
MSB - CFO Total		18
MSB - CHCO	0	392
	2	2
	3	2
	4	5
	5	3
	6	1
	11	2
	12	4
MSB - CHCO Total		411
MSB - CIO	0	1
	3	5
	4	3
	5	1
	7	2
	9	3
	12	2
	13	1
MSB - CIO Total		18

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
MSB - CPO	0	4
	4	3
	7	7
	9	1
	11	1
	12	2
	13	2
	14	6
MSB - CPO Total		26
MSB - CSO	0	1
	2	3
	3	1
	4	1
	5	1
	7	1
	9	6
	11	3
	12	2
	13	2
MSB - CSO Total		21
PNP - Grants	3	4
	4	1
PNP - Grants Total		5
PNP - Nat Prep	2	2
	3	1
	4	2
	5	3
	9	2
	13	1
	14	1
PNP - Nat Prep Total		12
PNP - NCP	2	3
	3	4
	4	1
	5	3
	6	3
	8	1
PNP - NCP Total		15

FEMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Policy & Pgm Analysis	3	1
	4	1
	5	1
Policy & Pgm Analysis Total		3
Protection & Nat Prep	3	1
	5	1
Protection & Nat Prep Total		2
Region Eight	0	98
	3	1
	12	3
Region Eight Total		102
Region Five	0	110
	4	6
	5	5
	9	1
	11	1
	12	4
	13	1
Region Five Total		128
Region Four	0	396
	4	1
	5	8
	7	1
	9	1
	11	8
	12	5
Region Four Total		420
Region Nine	0	37
	2	2
	3	2
	11	2
	12	3
	13	1
Region Nine Total		47
Region One	0	69
	4	6
	5	3
Region One Total		78

FEIMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Region Seven	0	119
	3	1
	4	3
	5	1
	9	3
	11	4
	12	4
	13	2
	14	1
Region Seven Total		138
Region Six	0	92
	4	1
	7	5
	8	1
	9	1
	11	5
	12	9
	13	1
	14	2
Region Six Total		117
Region Ten	0	49
	5	4
	7	2
	8	1
	9	3
	11	1
	12	4
Region Ten Total		64
Region Three	0	73
	4	1
	5	2
	9	1
	12	3
	13	1
Region Three Total		81
Region Two	0	283
	2	1
	4	2
	5	1
	7	1
	12	2
Region Two Total		290

FEIMA Non-Competitive Hiring FY 2011		
ORGANIZATION	GRADE	Total
Response & Recovery	4	1
	7	1
Response & Recovery Total		2
RR - Logistics Dir	0	6
	3	1
	4	1
RR - Logistics Dir Total		8
RR - Recovery Dir	0	46
	3	1
	4	4
	5	4
	6	8
	7	7
	9	8
	11	22
	12	5
	13	2
RR - Recovery Dir Total		107
RR - Response Dir	0	75
	1	3
	3	2
	4	7
	5	1
	7	1
	9	1
	11	11
	12	18
	13	1
	14	2
	15	1
RR - Response Dir Total		123
FEMA Non-Comp Hiring FY 2011 Totals		2,372

FEIMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
Administrator	GS-0301-12/02	2	4,500.00
	GS-0301-12/07	1	1,500.00
	GS-0301-15/08	1	2,000.00
	GS-0343-13/03	1	1,500.00
	GS-0343-14/02	1	1,500.00
	GS-0343-15/03	1	2,000.00
Administrator Total		7	13,000.00
External Affairs	GS-0301-13/02	1	400
	GS-0301-14/07	1	600
External Affairs Total		2	1,000.00
General Counsel	GS-0301-09/06	1	895
	GS-0301-11/04	1	500
	GS-0301-11/05	2	2,231.00
	GS-0301-11/07	1	895
	GS-0301-14/04	2	2,229.00
	GS-0301-14/05	1	1,335.00
	GS-0301-15/04	1	2,546.00
	GS-0905-13/03	1	1,115.00
	GS-0905-13/04	2	1,790.00
	GS-0905-14/01	2	1,935.00
	GS-0905-14/02	4	5,122.00
	GS-0905-14/03	4	4,750.39
	GS-0905-14/04	3	2,464.00
	GS-0905-14/05	3	1,378.00
	GS-0905-15/02	2	3,882.00
	GS-0905-15/03	4	4,681.00
	GS-0905-15/04	6	7,678.00
	GS-0905-15/05	5	4,449.00
	GS-0905-15/06	4	10,755.00
	GS-0905-15/07	10	16,407.00
	GS-0905-15/08	3	4,131.00
	GS-0905-15/09	2	4,601.00
	GS-0905-15/10	2	3,440.00
	GS-0950-11/04	1	1,336.00
General Counsel Total		67	90,545.39
Management	GS-2210-15/07	1	1,000.00
Management Total		1	1,000.00
Policy & Pgm Analysis	GS-0301-15/10	1	4,000.00
	GS-0343-14/04	1	1,500.00
	GS-0343-15/10	1	3,000.00

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
Policy & Pgm Analysis Total		3	8,500.00
Nat Cap Region Coord	GS-0343-14/01	1	6,000.00
Nat Cap Region Coord Total		1	6,000.00
Equal Rights	GS-0160-14/03	1	2,100.00
	GS-0260-11/06	1	1,400.00
	GS-0260-12/01	1	1,493.00
	GS-0260-12/02	1	1,000.00
	GS-0260-12/03	1	1,100.00
	GS-0260-12/04	1	1,000.00
	GS-0260-12/07	1	1,200.00
	GS-0260-13/04	1	1,800.00
	GS-0260-13/06	1	1,000.00
	GS-0260-14/06	1	2,000.00
	GS-0301-15/09	1	2,500.00
	GS-0326-04/01	1	600
Equal Rights Total		12	17,193.00
Disaster Operations	GS-0391-12/07	1	1,000.00
Disaster Operations Total		1	1,000.00
RR - Response Dir	AD-0301-00/00	1	200
	GS-0301-11/02	2	4,000.00
	GS-0301-12/01	2	2,000.00
	GS-0301-13/01	4	5,850.00
	GS-0301-13/02	4	4,000.00
	GS-0301-13/03	2	2,000.00
	GS-0301-13/04	7	7,350.00
	GS-0301-13/06	1	1,650.00
	GS-0301-13/08	1	4,000.00
	GS-0301-13/09	1	1,500.00
	GS-0301-14/02	2	2,000.00
	GS-0301-14/03	2	4,000.00
	GS-0301-14/07	1	1,000.00
	GS-0341-11/05	1	1,150.00
	GS-0343-12/01	1	1,500.00
	GS-0343-13/01	3	4,000.00
	GS-0343-14/07	1	1,000.00
	GS-0343-15/02	1	1,000.00
	GS-0343-15/08	1	1,000.00
	GS-0344-08/04	1	250
	GS-0346-12/05	1	1,150.00
	GS-0391-13/03	1	5,000.00

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
RR - Response Dir		41	55,600.00
Total			
RR - Recovery Dir	GS-0301-09/04	1	3,000.00
	GS-0301-11/02	1	250
	GS-0301-13/04	2	1,000.00
	GS-0301-13/05	2	1,265.11
	GS-0303-06/01	1	765.11
	GS-0303-06/07	2	791.42
	GS-0303-07/08	2	1,530.22
RR - Recovery Dir		11	8,601.86
Total			
MSB - CAO	GS-0018-12/10	1	926
	GS-0018-13/02	2	2,038.00
	GS-0018-13/04	1	926
	GS-0018-15/03	1	4,000.00
	GS-0018-15/04	1	2,779.00
	GS-0080-14/10	1	2,316.00
	GS-0301-12/01	1	970
	GS-0301-13/01	1	497.32
	GS-0301-13/02	1	600
	GS-0301-14/06	1	1,112.00
	GS-0341-14/02	1	2,362.00
	GS-0342-12/01	1	600
	GS-0343-12/01	1	500
	GS-0343-12/02	1	500
	GS-0343-12/04	2	1,205.00
	GS-0343-12/06	1	2,316.00
	GS-0343-12/10	1	185
	GS-0343-13/01	2	3,011.00
	GS-0343-13/02	2	3,289.00
	GS-0343-13/03	2	1,213.00
	GS-0343-13/04	2	6,484.00
	GS-0343-14/02	3	12,969.00
	GS-0343-14/03	1	500
	GS-0343-14/08	1	1,940.00
	GS-0343-15/10	1	2,365.00
	GS-0525-12/01	1	926
	GS-0560-13/04	1	1,112.00
	GS-0601-13/01	1	741
	GS-0690-14/03	1	1,297.00
	GS-0690-14/04	1	2,316.00
	GS-0804-14/04	1	1,389.00
	GS-1170-12/01	1	300
	GS-1170-12/03	1	497.32
	GS-1170-12/05	1	500
MSB - CAO Total		42	64,681.64

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
MSB - CIO	GS-2210-09/02	1	500
	GS-2210-11/04	1	500
	GS-2210-11/06	1	500
	GS-2210-13/08	1	500
	GS-2210-14/06	1	1,477.00
MSB - CIO Total		5	3,477.00
MSB - CFO	AD-0301-00/00	8	808
	GS-0301-09/01	1	1,392.00
	GS-0301-09/04	1	250
	GS-0301-09/05	1	1,392.00
	GS-0301-12/04	1	1,392.00
	GS-0303-05/02	4	404
	GS-0343-12/03	1	2,784.00
	GS-0343-13/03	1	500
	GS-0343-14/01	1	1,000.00
	GS-0343-14/06	2	7,656.00
	GS-0343-15/06	1	5,568.00
	GS-0343-15/08	1	698.81
	GS-0343-15/10	1	5,568.00
	GS-0501-09/01	1	202
	GS-0501-09/06	1	101
	GS-0501-11/02	1	101
	GS-0501-11/05	1	696
	GS-0501-12/01	1	2,088.00
	GS-0501-12/02	1	1,392.00
	GS-0501-12/03	2	2,784.00
	GS-0501-12/04	2	3,480.00
	GS-0501-12/06	1	1,392.00
	GS-0501-13/03	3	4,176.00
	GS-0501-14/05	1	1,392.00
	GS-0501-15/04	1	2,784.00
	GS-0503-07/08	1	101
	GS-0503-07/09	1	101
	GS-0505-14/03	1	2,784.00
	GS-0505-14/04	3	5,818.00
	GS-0505-14/05	1	250
	GS-0505-14/06	1	1,392.00
	GS-0510-12/01	1	2,088.00
	GS-0510-12/02	1	2,088.00
	GS-0510-12/03	1	1,392.00
	GS-0510-12/06	1	696
	GS-0510-12/07	4	1,946.00
	GS-0510-13/02	1	1,392.00
	GS-0510-13/04	6	13,920.00
	GS-0510-13/05	1	250
	GS-0510-13/06	1	2,784.00

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0510-13/08	2	5,568.00
	GS-0510-14/02	2	7,656.00
	GS-0510-14/04	2	3,480.00
	GS-0510-14/05	3	6,264.00
	GS-0510-14/07	1	1,392.00
	GS-0510-14/08	1	2,784.00
	GS-0510-14/10	1	2,088.00
	GS-0510-15/03	1	1,392.00
	GS-0510-15/04	2	6,960.00
	GS-0510-15/06	2	7,168.00
	GS-0525-05/02	1	101
	GS-0525-05/05	1	101
	GS-0525-06/02	1	101
	GS-0525-06/04	2	303
	GS-0525-07/02	1	303
	GS-0525-07/03	1	202
	GS-0525-07/04	2	202
	GS-0525-07/05	1	101
	GS-0560-09/02	1	500
	GS-0560-12/01	1	1,392.00
	GS-0560-13/02	1	500
	GS-0560-13/03	1	2,032.00
	GS-0560-13/04	2	2,142.00
	GS-0560-13/06	1	1,392.00
	GS-0560-13/07	2	4,926.00
	GS-0560-14/01	2	9,744.00
	GS-0560-15/02	2	2,784.00
	GS-0560-15/06	1	2,784.00
	GS-0560-15/08	1	4,176.00
	GS-2210-13/04	1	2,088.00
	GS-2210-13/08	1	2,088.00
MSB - CFO Total		109	169,716.81
MSB - CHCO	GS-0201-09/04	1	970
	GS-0201-11/01	6	9,230.00
	GS-0201-11/02	1	970
	GS-0201-12/01	4	5,820.00
	GS-0201-12/03	2	2,910.00
	GS-0201-12/04	2	2,910.00
	GS-0201-13/01	3	2,910.00
	GS-0201-13/02	3	6,880.00
	GS-0201-13/03	1	970
	GS-0201-13/04	3	4,850.00
	GS-0201-13/05	2	2,920.00
	GS-0201-13/06	1	1,940.00
	GS-0201-13/07	1	250
	GS-0201-13/09	1	970

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0201-13/10	1	1,929.00
	GS-0201-14/01	2	3,880.00
	GS-0201-14/02	3	5,820.00
	GS-0201-14/03	1	970
	GS-0201-14/04	5	8,730.00
	GS-0201-14/06	1	1,940.00
	GS-0201-14/07	1	1,940.00
	GS-0201-15/04	4	5,250.00
	GS-0201-15/05	1	4,000.00
	GS-0201-15/06	1	1,500.00
	GS-0201-15/07	1	3,000.00
	GS-0201-15/08	1	3,000.00
	GS-0203-05/01	1	1,940.00
	GS-0203-06/05	1	970
	GS-0203-06/10	1	1,940.00
	GS-0203-08/04	1	1,940.00
	GS-0203-08/07	1	1,940.00
	GS-0301-09/02	1	1,016.00
	GS-0301-13/02	1	1,940.00
	GS-0301-14/04	1	1,940.00
	GS-0303-07/01	1	1,940.00
	GS-0303-07/04	1	500
	GS-0303-07/10	1	970
	GS-0340-14/07	1	1,940.00
	GS-0343-12/10	2	3,040.00
	GS-0560-14/06	1	2,500.00
	GS-0560-14/08	1	2,500.00
	GS-1712-13/07	1	1,950.00
MSB - CHCO Total		70	115,425.00
MSB - CPO	GS-0301-12/01	1	5,850.00
	GS-0341-14/03	2	6,350.00
	GS-0341-14/04	1	5,850.00
	GS-1101-13/02	1	926
	GS-1102-12/03	1	500
	GS-1102-13/01	1	1,500.00
	GS-1102-14/02	1	750
	GS-1102-14/03	1	765.11
	GS-1102-15/01	1	650
	GS-1102-15/03	1	3,000.00
	GS-1102-15/04	1	1,500.00
MSB - CPO Total		12	27,641.11
MSB - CSD	GS-0080-09/05	1	1,500.00
	GS-0080-12/03	1	2,788.00
	GS-0080-13/01	2	4,050.00
	GS-0080-13/04	4	8,100.00
	GS-0080-13/05	1	841

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0080-13/07	1	841
	GS-0080-14/02	2	3,256.00
	GS-0080-14/03	1	842
	GS-0080-14/04	1	1,636.00
	GS-0080-14/05	2	3,256.00
	GS-0080-15/02	2	2,341.00
	GS-0080-15/03	1	1,636.00
	GS-0080-15/04	1	2,414.00
	GS-0080-15/07	1	2,414.00
	GS-0086-06/04	1	1,000.00
	GS-0132-13/04	1	1,636.00
	GS-0301-12/02	1	2,414.00
	GS-0343-13/06	1	2,788.00
	GS-0343-14/07	1	842
	GS-0560-14/02	1	2,414.00
	GS-1801-12/04	1	842
	GS-1801-13/01	3	5,686.00
	GS-1801-13/05	1	1,636.00
	GS-1801-14/04	2	3,636.00
	GS-1801-15/10	1	1,636.00
	GS-2210-12/05	1	842
MSB - CSO Total		36	61,287.00
Protection & Nat Prep	EF-0301-14/07	1	232
	GS-0301-11/01	1	463
	GS-0301-12/01	1	173.72
	GS-0301-15/02	2	4,632.00
	GS-0301-15/05	1	463
	GS-0343-09/01	1	1,212.00
	GS-0343-14/01	1	926
	GS-0343-14/03	1	926
	GS-0343-15/06	1	1,853.00
Protection & Nat Prep Total		10	10,880.72
PNP - Nat Prep	GS-0301-11/01	1	218.27
	GS-0301-11/08	1	500
	GS-0301-12/01	2	409.79
	GS-0301-12/10	1	463
	GS-0301-13/03	4	737.94
	GS-0301-13/04	4	1,183.39
	GS-0301-13/07	3	626.45
	GS-0301-13/08	1	273.19
	GS-0301-14/04	1	328.13
	GS-0301-14/08	2	641.07
	GS-0301-15/05	1	656.28
	GS-0301-15/10	1	297.69

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0303-08/10	1	76.87
	GS-0343-12/03	1	81.66
	GS-0855-14/03	1	273.19
	GS-0855-14/09	1	328.13
	GS-0855-15/07	1	273.19
	GS-1712-12/10	1	300
	GS-1712-13/02	2	876.02
	GS-1712-13/03	1	109.87
	GS-1712-13/04	1	328.13
	GS-1712-14/06	1	300
PNP - Nat Prep Total		33	9,282.26
PNP - Grants	GS-0301-12/01	1	1,389.00
	GS-0301-13/04	1	765.11
	GS-0343-13/04	1	400
	GS-0343-14/03	1	6,000.00
	GS-1101-11/01	1	2,500.00
	GS-1101-13/05	1	1,000.00
PNP - Grants Total		6	12,054.11
PNP - NCP	GS-0301-11/04	1	300
	GS-0301-12/04	1	725
	GS-0301-12/05	1	750
	GS-0301-13/01	3	2,300.00
	GS-0301-13/02	2	1,500.00
	GS-0301-13/03	2	1,500.00
	GS-0301-13/04	4	3,550.00
	GS-0301-13/05	4	3,350.00
	GS-0301-13/06	2	2,300.00
	GS-0301-13/07	1	1,000.00
	GS-0301-13/08	1	1,200.00
	GS-0301-13/10	1	1,850.00
	GS-0301-14/02	1	1,000.00
	GS-0301-14/03	2	2,274.00
	GS-0301-14/04	3	4,710.00
	GS-0301-14/06	1	1,850.00
	GS-0301-14/07	1	2,000.00
	GS-0301-14/08	1	1,125.00
	GS-0301-15/01	1	2,700.00
	GS-0301-15/05	2	3,600.00
	GS-0301-15/07	1	2,700.00
	GS-0340-14/07	1	900
	GS-0340-15/04	1	2,700.00
	GS-0340-15/09	1	2,700.00
	GS-0341-09/05	1	591
	GS-0341-09/09	1	850
	GS-0341-12/02	1	1,200.00

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0343-11/04	1	1,200.00
	GS-0343-12/06	1	725
	GS-0343-12/10	1	725
	GS-0343-13/02	1	1,250.00
	GS-0343-13/05	2	1,945.00
	GS-0343-13/09	1	1,500.00
	GS-0343-14/06	1	1,800.00
	GS-0343-14/09	1	2,125.00
	GS-0343-15/05	1	1,179.00
	GS-0343-15/08	1	2,700.00
	GS-0391-13/02	1	2,000.00
	GS-0391-14/09	1	1,500.00
	GS-0855-15/01	1	1,050.00
	GS-0855-15/05	1	2,125.00
	GS-2210-12/04	1	1,600.00
	GS-2210-13/03	1	1,000.00
	GS-2210-13/07	1	500
	GS-2210-14/01	1	900
PNP - NCP Total		61	77,049.00
PNP - NCRC	GS-0340-15/06	1	5,800.00
	GS-0343-12/01	1	4,000.00
PNP - NCRC Total		2	9,800.00
Fed Ins & Mitigation	GS-0301-15/03	1	2,725.10
	GS-0301-15/06	1	2,725.10
	GS-1510-15/08	1	3,114.40
Fed Ins & Mitigation Total		3	8,564.60
FIMA - Mitigation	GS-0020-13/04	1	1,557.20
	GS-0301-09/03	1	742.39
	GS-0301-11/01	1	778.6
	GS-0301-12/01	1	742.39
	GS-0301-12/02	1	742.39
	GS-0301-12/03	1	2,335.80
	GS-0301-13/01	1	1,557.20
	GS-0301-13/02	1	742.39
	GS-0301-13/03	5	9,521.19
	GS-0301-13/04	7	13,874.60
	GS-0301-13/05	3	6,407.30
	GS-0301-13/06	1	1,557.20
	GS-0301-13/10	1	1,557.20
	GS-0301-14/01	1	2,335.80
	GS-0301-14/02	1	1,600.00
	GS-0301-14/03	1	2,335.80
	GS-0301-14/04	4	9,628.80
	GS-0301-14/05	3	8,953.90

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0301-14/07	4	9,732.50
	GS-0301-14/08	2	2,725.10
	GS-0301-14/09	2	2,725.10
	GS-0301-14/10	2	3,893.00
	GS-0301-15/04	1	3,503.70
	GS-0301-15/05	1	3,114.40
	GS-0301-15/06	2	4,031.40
	GS-0301-15/07	3	8,175.30
	GS-0301-15/10	1	3,114.40
	GS-0303-08/10	1	458
	GS-0343-11/02	1	1,946.50
	GS-0343-14/01	1	2,335.80
	GS-0343-14/04	1	1,167.90
	GS-0343-14/05	1	3,114.40
	GS-0343-15/06	1	3,893.00
	GS-0808-14/06	1	1,557.20
	GS-0810-13/10	1	2,725.10
	GS-0810-14/08	1	3,114.40
	GS-0810-15/09	1	3,503.70
	GS-0810-15/10	2	1,477.84
	GS-1301-14/08	1	1,167.90
	GS-2210-14/07	1	2,550.00
FIMA - Mitigation Total		67	136,996.79
FIMA - Insurance	GS-0301-11/02	1	1,167.90
	GS-0301-12/01	1	1,167.90
	GS-0301-13/01	1	2,335.80
	GS-0301-13/03	1	2,725.10
	GS-0301-13/04	1	1,557.20
	GS-0301-13/05	1	1,946.50
	GS-0301-13/07	1	3,114.40
	GS-0301-13/09	1	1,946.50
	GS-0301-13/10	1	1,167.90
	GS-0301-14/06	2	2,057.20
	GS-0301-14/07	1	2,725.10
	GS-0301-15/04	1	2,725.10
	GS-0301-15/06	1	2,748.00
	GS-0301-15/10	1	3,114.40
	GS-0303-07/02	1	1,557.20
	GS-0303-08/10	1	1,167.90
	GS-0313-09/09	1	698.81
	GS-0343-11/02	1	1,946.50
	GS-0343-11/07	1	2,725.10
	GS-0343-13/02	2	3,893.00
	GS-0343-13/03	2	2,446.50
	GS-0343-13/05	1	2,335.80

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0343-13/06	1	1,557.20
	GS-0343-13/07	2	3,893.00
	GS-0343-14/04	1	1,557.20
	GS-0343-14/07	1	1,946.50
	GS-0343-14/09	1	2,335.80
	GS-0343-14/10	2	4,282.30
	GS-0343-15/06	2	5,450.20
	GS-0343-15/10	2	3,503.70
	GS-0501-13/04	1	1,946.50
	GS-0501-14/06	1	916
	GS-1163-12/02	2	5,060.90
	GS-1163-12/03	1	500
	GS-1163-13/01	2	4,671.60
	GS-1163-13/02	1	742.39
	GS-1163-13/03	1	1,946.50
	GS-1163-13/04	4	7,786.00
	GS-1163-13/05	1	1,167.90
	GS-1163-14/06	1	2,335.80
	GS-1163-14/08	1	2,335.80
	GS-1163-14/10	1	2,725.10
	GS-1163-15/05	1	3,114.40
	GS-1163-15/06	2	6,618.10
	GS-1163-15/10	1	1,167.90
	GS-1510-13/10	1	3,114.40
	GS-1510-14/08	1	3,114.40
FIMA - Insurance Total		60	121,059.40
National Preparedness	GS-0301-12/01	1	81.66
National Preparedness Total		1	81.66
Region One	GS-0301-13/01	1	1,861.00
	GS-0301-14/04	1	1,140.00
	GS-0301-15/10	1	3,000.00
	GS-0810-13/03	1	2,325.00
Region One Total		4	8,326.00
Region Two	AD-0301-00/00	1	250
	GS-0020-13/07	1	2,100.00
	GS-0301-11/01	1	2,100.00
	GS-0301-12/01	3	4,355.00
	GS-0301-12/06	3	6,563.00
	GS-0301-12/07	1	2,100.00
	GS-0301-12/09	1	2,116.00
	GS-0301-12/10	1	2,100.00
	GS-0301-13/03	1	200
	GS-0301-13/04	4	9,524.00

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0301-13/06	1	3,365.00
	GS-0301-13/07	1	2,100.00
	GS-0301-14/01	1	930
	GS-0301-14/05	1	2,300.00
	GS-0303-03/02	1	930
	GS-0318-07/07	1	930
	GS-0318-07/08	1	1,650.00
	GS-0343-12/02	1	2,100.00
	GS-0810-13/03	1	3,365.00
	GS-0810-13/10	1	930
	GS-1101-13/01	1	1,667.00
Region Two Total		28	51,675.00
Region Three	AD-0301-00/00	4	1,295.00
	GS-0028-14/04	2	2,500.00
	GS-0301-12/01	1	1,000.00
	GS-0301-12/02	1	750
	GS-0301-12/03	1	2,000.00
	GS-0301-12/10	2	1,350.00
	GS-0301-13/01	1	1,500.00
	GS-0301-13/02	5	5,350.00
	GS-0301-13/07	3	2,750.00
	GS-0301-14/06	1	1,000.00
	GS-0301-14/09	2	1,550.00
	GS-0301-15/06	1	1,200.00
	GS-0303-04/07	1	350
	GS-0343-13/07	1	800
	GS-0810-13/08	1	1,200.00
Region Three Total		27	24,595.00
Region Four	AD-0301-00/00	1	300
	GS-0301-08/06	1	2,136.00
	GS-0301-09/07	1	250
	GS-0301-11/01	1	2,745.00
	GS-0301-12/01	1	1,424.00
	GS-0301-12/02	1	1,424.00
	GS-0301-12/05	2	3,661.00
	GS-0301-12/08	1	1,424.00
	GS-0301-13/01	1	1,424.00
	GS-0301-13/04	1	250
	GS-0301-13/05	1	2,136.00
	GS-0301-13/06	1	712
	GS-0301-14/08	1	1,830.00
	GS-0303-09/03	1	250
	GS-0501-12/04	1	510
	GS-0810-12/06	1	2,136.00
	GS-0810-12/07	1	1,424.00
	GS-0810-12/08	1	1,424.00

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
	GS-0810-12/10	1	2,136.00
	GS-0810-13/06	1	2,136.00
	GS-0810-13/08	1	2,136.00
	GS-1712-13/10	1	200
Region Four Total		23	32,068.00
Region Five	GS-0301-11/02	1	2,250.00
	GS-0301-12/01	2	4,750.00
	GS-0301-12/03	1	2,300.00
	GS-0301-13/05	1	2,750.00
	GS-0301-13/10	1	2,750.00
	GS-0301-14/04	1	1,131.00
	GS-0301-14/05	1	2,750.00
	GS-0301-15/10	1	3,000.00
	GS-0810-12/07	1	2,300.00
	GS-1035-13/02	1	1,750.00
	GS-1035-14/02	1	1,250.00
	GS-1035-15/04	1	2,000.00
Region Five Total		13	28,981.00
Region Six	GS-0301-11/01	1	1,525.00
	GS-0301-12/02	1	1,525.00
	GS-0301-12/03	1	1,525.00
	GS-0301-12/04	1	1,525.00
	GS-0301-12/06	2	3,425.00
	GS-0301-12/07	1	1,525.00
	GS-0301-12/10	2	3,050.00
	GS-0301-13/02	1	250
	GS-0301-13/04	1	1,900.00
	GS-0301-13/05	1	1,900.00
	GS-0301-13/06	1	1,900.00
	GS-0301-13/07	1	2,900.00
	GS-0301-14/03	1	1,493.00
	GS-0301-14/04	2	2,986.00
	GS-0301-14/07	1	1,900.00
	GS-0301-14/08	1	1,900.00
	GS-0301-15/08	1	1,900.00
	GS-0303-07/03	1	332
	GS-0303-07/04	1	745
	GS-0303-07/07	1	860
	GS-0303-08/10	1	1,900.00
	GS-0343-15/06	1	1,120.00
	GS-0346-12/03	1	1,493.00
	GS-0346-13/04	1	1,493.00
	GS-0810-12/04	1	1,900.00
	GS-0810-13/03	1	1,900.00
	GS-0810-13/07	1	2,900.00
	GS-1712-11/04	1	100

FEMA Cash Awards FY 2011			
Organization	PP-Series-Grade	Employee Count	Award Amt
Region Six Total		31	47,872.00
Region Seven	AD-0301-00/00	1	765.11
	GS-0301-12/01	1	765.11
	GS-0301-12/05	2	3,180.00
	GS-0301-12/08	1	2,733.00
	GS-0301-14/04	1	2,277.00
	GS-0301-14/08	1	1,365.00
	GS-0301-15/07	2	4,273.00
	GS-0301-15/09	1	2,733.00
	GS-0301-15/10	1	1,815.00
	GS-0340-15/10	1	3,189.00
	GS-0810-13/09	1	1,365.00
	GS-1101-12/02	1	50
Region Seven Total		14	24,510.22
Region Eight	AD-0301-00/00	1	350
	GS-0301-12/03	1	100
	GS-0301-13/03	2	2,358.00
	GS-0301-13/04	1	1,400.00
	GS-0301-14/02	1	2,200.00
	GS-0301-14/04	1	1,900.00
	GS-0301-14/07	1	2,000.00
	GS-0301-15/05	1	4,000.00
	GS-0318-07/07	1	1,800.00
	GS-0810-13/01	1	1,000.00
	GS-0810-13/04	1	1,600.00
	GS-0810-13/07	1	1,400.00
Region Eight Total		13	20,108.00
Region Nine	AD-0301-00/00	1	1,200.00
	GS-0301-13/04	1	4,500.00
	GS-0301-13/05	1	1,844.00
	GS-0301-14/06	1	2,028.00
	GS-0301-14/07	1	2,000.00
	GS-0301-15/09	1	4,000.00
	GS-0303-07/10	1	2,500.00
	GS-0318-07/09	1	2,500.00
	GS-0810-13/04	1	1,475.00
	GS-0810-13/08	2	3,516.00
Region Nine Total		11	25,563.00
Region Ten	GS-0301-12/01	3	2,638.00
	GS-0301-12/06	1	1,319.00
	GS-0301-13/03	1	250
	GS-0301-13/04	2	2,638.00
	GS-0301-14/03	1	3,593.00
	GS-0301-14/10	1	1,319.00
	GS-0301-15/07	1	1,319.00
	GS-0318-07/04	1	1,319.00
	GS-0810-13/04	2	2,638.00
	GS-1101-11/01	1	1,319.00
	GS-1101-12/05	1	1,319.00
Region Ten Total		15	19,671.00
FEMA Cash Awards FY 2011 Grand Totals		842	1,313,806.57

FEMA QSiS FY 2011		
Organization	PP-Series-Grade	Total
External Affairs	GS-0301-13	1
	GS-0301-14	1
	GS-0343-12	1
	GS-1035-14	1
External Affairs Total		4
General Counsel	GS-0301-11	1
	GS-0905-13	1
	GS-0905-14	1
	GS-0905-15	2
General Counsel Total		5
Management	GS-2210-14	2
	GS-2210-15	2
Management Total		4
Policy & Pgm Analysis	GS-0343-14	1
Policy & Pgm Analysis Total		1
RR - Response Dir	GS-0301-13	4
	GS-0301-14	2
	GS-0343-14	1
	GS-0343-15	1
	GS-0391-14	1
	GS-2210-12	2
RR - Response Dir Total		11
RR - Recovery Dir	GS-0301-12	3
	GS-0301-13	3
	GS-0301-14	3
	GS-0301-15	2
	GS-0341-14	1
	GS-0342-12	1
	GS-0343-12	4
	GS-0343-13	1
RR - Recovery Dir Total		18
RR - Logistics Dir	GS-0301-14	1
	GS-0343-14	1
	GS-0346-13	2
	GS-2003-12	2
RR - Logistics Dir Total		6
MSB - CIO	GS-0343-15	1
	GS-2010-11	1
	GS-2210-12	1
	GS-2210-13	3
	GS-2210-14	4
	GS-2210-15	3
MSB - CIO Total		13

FEMA QSI's FY 2011		
Organization	PP-Series Grade	Total
MSB - CFO	GS-0301-12	1
	GS-0501-12	2
	GS-0501-14	1
	GS-0505-14	2
	GS-0510-13	4
MSB - CFO Total		10
MSB - CHCO	GS-0201-13	1
	GS-0201-14	2
MSB - CHCO Total		3
PNP - Grants	GS-0301-15	1
	GS-0343-13	2
	GS-0343-15	1
	GS-0391-15	1
	GS-0560-14	1
PNP - Grants Total		6
Fire Administration	GS-0301-11	1
	GS-0301-14	1
	GS-0560-13	1
	GS-1410-13	1
	GS-1712-13	1
Fire Administration Total		5
Region Three	GS-0301-14	1
Region Three Total		1
Region Four	GS-0301-08	1
	GS-0301-12	3
	GS-0301-13	1
	GS-0301-14	2
	GS-0343-13	1
	GS-0343-14	1
	GS-0391-14	1
	GS-0501-13	1
	GS-0810-12	1
Region Four Total		12
Region Seven	GS-0020-13	1
	GS-0301-14	1
	GS-0301-15	1
Region Seven Total		3
FEMA QSI's FY 2011 Grand Total		102

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
Administrator	GS-0301-09/03	1	24	582.01
	GS-0301-12/02	1	16	593.14
	GS-0301-15/04	1	32	2,087.34
	GS-0341-14/02	1	30	1,562.77
	GS-0950-14/04	1	32	1,630.79
	GS-1035-12/02	1	24	817.66
	GS-1035-12/03	1	24	844.04
Administrator Total		7	182	8,117.75
Disaster Operations	GS-1640-14/07	1	40	2,323.72
Disaster Operations Total		1	40	2,323.72
Equal Rights	GS-0160-09/05	1	32	897.15
	GS-0160-11/04	2	40	1,210.31
	GS-0160-12/03	1	40	1,530.69
	GS-0260-11/01	3	72	2,155.07
	GS-0260-11/02	1	40	1,237.14
	GS-0260-11/10	1	16	622.55
	GS-0361-06/06	1	8	169.86
	GS-0361-08/07	1	16	430.03
Equal Rights Total		11	264	8,252.80
External Affairs	GS-0131-09/01	1	24	593.73
	GS-0131-11/01	1	16	478.9
	GS-0131-12/01	1	24	861.01
	GS-0301-14/01	1	16	806.6
	GS-0301-14/10	1	24	1,572.83
	GS-0399-07/01	1	16	323.6
	GS-0905-15/10	1	30	2,235.27
	GS-1035-11/01	1	16	478.9
	GS-1035-14/06	1	24	1,411.53
	GS-1035-14/09	1	16	1,021.67
External Affairs Total		10	206	9,784.04
Fed Ins & Mitigation	GS-1510-15/08	1	11	804.5
Fed Ins & Mitigation Total		1	11	804.5
FIMA - Insurance	GS-0301-11/02	2	54	1,670.14
	GS-0301-11/03	2	27	862.01
	GS-0301-12/01	1	6	215.25
	GS-0301-12/02	2	18	667.28
	GS-0301-13/01	2	25	1,066.52
	GS-0301-13/03	1	10	455.05
	GS-0301-13/04	3	72	3,378.73
	GS-0301-13/05	1	40	1,933.95
	GS-0301-13/07	1	10	511.93
	GS-0301-13/10	2	32	1,774.68
	GS-0301-14/06	1	8	470.51
	GS-0301-14/07	1	9	544.45
	GS-0301-15/04	3	58	3,783.32
	GS-0301-15/06	1	9	622.65

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-15/10	1	9	670.58
	GS-0303-07/03	1	8	172.59
	GS-0303-08/10	1	24	698.78
	GS-0313-09/09	5	45	1,410.00
	GS-0343-11/02	1	27	835.07
	GS-0343-11/07	1	11	395.08
	GS-0343-12/02	1	20	741.43
	GS-0343-12/03	1	40	1,530.69
	GS-0343-13/02	6	174	7,670.43
	GS-0343-13/03	3	62	2,821.31
	GS-0343-13/05	1	9	435.14
	GS-0343-13/06	1	8	398.17
	GS-0343-13/07	2	52	2,662.01
	GS-0343-14/04	1	7	388.17
	GS-0343-14/07	1	40	2,419.76
	GS-0343-14/09	1	9	574.69
	GS-0343-14/10	2	52	3,407.81
	GS-0343-15/04	1	16	1,043.67
	GS-0343-15/06	2	22	1,522.03
	GS-0343-15/10	1	8	596.07
	GS-0501-12/01	1	9	322.88
	GS-0501-12/02	1	8	296.57
	GS-0501-13/04	1	24	1,126.24
	GS-1163-12/02	1	40	1,482.86
	GS-1163-12/03	1	18	688.81
	GS-1163-13/01	4	79	3,370.20
	GS-1163-13/03	1	18	819.09
	GS-1163-13/04	7	115	5,396.57
	GS-1163-13/05	1	6	290.09
	GS-1163-14/01	1	18	907.43
	GS-1163-14/03	1	40	2,150.92
	GS-1163-14/04	1	9	499.08
	GS-1163-14/06	1	9	529.32
	GS-1163-14/07	1	22	1,330.87
	GS-1163-14/08	1	9	559.57
	GS-1163-14/10	1	12	786.42
	GS-1163-15/05	2	26	1,747.36
	GS-1163-15/06	2	50	3,459.15
	GS-1163-15/10	1	40	2,980.35
	GS-1510-13/10	1	12	665.5
	GS-1510-14/08	1	9	559.57
	GS-1515-13/10	1	24	1,331.01
FIMA - Insurance Total		90	1,618.00	79,649.81
FIMA - Mitigation	GS-0020-13/04	1	8	375.41
	GS-0020-14/04	1	40	2,218.13
	GS-0028-12/06	1	24	1,004.50
	GS-0301-09/03	2	18	474.96
	GS-0301-09/10	1	8	257.26
	GS-0301-11/01	2	64	1,915.62
	GS-0301-12/01	3	72	2,583.04

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-12/03	1	9	344.41
	GS-0301-12/08	1	16	707.93
	GS-0301-13/01	6	180	7,678.94
	GS-0301-13/02	3	120	5,289.96
	GS-0301-13/03	7	93	4,231.97
	GS-0301-13/04	9	185	8,681.45
	GS-0301-13/05	2	57	2,755.88
	GS-0301-13/06	1	8	398.17
	GS-0301-13/07	2	43	2,201.28
	GS-0301-13/10	2	20	1,109.17
	GS-0301-14/01	3	56	2,823.10
	GS-0301-14/03	1	27	1,451.87
	GS-0301-14/04	4	65	3,604.46
	GS-0301-14/05	4	112	6,398.98
	GS-0301-14/07	4	86	5,346.20
	GS-0301-14/08	2	46	2,860.02
	GS-0301-14/09	1	8	510.83
	GS-0301-14/10	4	68	4,456.38
	GS-0301-15/04	2	40	2,609.18
	GS-0301-15/05	1	12	806.47
	GS-0301-15/06	1	8	553.46
	GS-0301-15/07	3	30	2,134.79
	GS-0301-15/08	1	40	2,925.44
	GS-0301-15/10	1	8	596.07
	GS-0303-08/10	1	9	262.04
	GS-0343-11/02	2	24	742.29
	GS-0343-14/01	1	16	806.6
	GS-0343-14/02	1	36	1,875.33
	GS-0343-14/04	2	24	1,330.88
	GS-0343-14/05	1	10	571.34
	GS-0808-14/06	1	8	470.51
	GS-0810-13/10	1	10	554.59
	GS-0810-14/08	4	73	4,542.22
	GS-0810-14/10	1	16	1,048.56
	GS-0810-15/10	1	8	596.07
	GS-1301-14/04	1	8	443.63
	GS-1301-14/08	1	8	497.4
	GS-1313-14/10	1	16	1,048.56
	GS-2210-14/07	1	8	483.95
FIMA - Mitigation Total		97	1,845.00	94,579.30
Fire Administration	GS-0301-09/05	2	32	897.14
	GS-0301-09/07	1	18	534.32
	GS-0301-09/08	5	60	1,830.55
	GS-0301-11/04	1	9	296.31
	GS-0301-11/06	2	26	907.89
	GS-0301-11/08	1	18	664.46
	GS-0301-12/07	2	26	1,119.31
	GS-0301-12/09	2	13	590.75
	GS-0301-13/01	1	4	170.64
	GS-0301-13/02	2	10	440.83

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-13/08	2	39	2,051.97
	GS-0301-13/09	1	18	972.66
	GS-0301-13/10	5	53	2,939.29
	GS-0301-14/02	1	4	208.37
	GS-0301-14/04	2	32	1,774.50
	GS-0301-14/08	2	58	3,606.12
	GS-0301-14/09	1	18	1,149.38
	GS-0303-06/01	1	16	291.2
	GS-0303-06/08	2	22	493.79
	GS-0303-07/03	3	38	819.79
	GS-0303-07/04	1	18	400.46
	GS-0303-07/05	1	24	550.13
	GS-0303-07/06	1	18	424.74
	GS-0303-07/07	4	72	1,747.48
	GS-0303-07/09	4	26	666.12
	GS-0303-07/10	2	36	946.58
	GS-0318-07/04	3	76	1,690.83
	GS-0318-07/07	1	4	97.08
	GS-0318-07/08	1	18	449.02
	GS-0318-08/06	2	25	653.26
	GS-0318-08/07	3	52	1,397.59
	GS-0318-08/08	2	8	220.98
	GS-0318-08/10	4	54	1,572.26
	GS-0343-11/10	1	16	622.55
	GS-0343-12/05	2	27	1,097.79
	GS-0343-12/06	3	46	1,925.30
	GS-0343-13/05	1	18	870.28
	GS-0344-08/09	1	8	226.96
	GS-1530-12/01	2	25	896.89
	GS-1530-13/07	2	58	2,969.17
	GS-1701-11/01	2	24	718.35
	GS-1702-09/09	1	8	250.67
	GS-1712-12/08	1	8	353.97
	GS-1712-12/10	3	38	1,772.24
	GS-1712-13/04	1	16	750.83
	GS-1712-13/10	3	31	1,719.21
	GS-1712-15/08	1	16	1,170.18
	GS-1750-13/02	1	16	705.33
	GS-2210-12/03	2	26	994.95
	GS-2210-13/04	1	16	750.83
Fire Administration		96	1,342.00	50,371.30
Total				
General Counsel	GS-0301-11/05	1	18	610.59
	GS-0301-11/07	1	18	646.5
	GS-0301-14/04	2	12	665.44
	GS-0905-13/01	1	16	682.57
	GS-0905-13/03	1	4	182.02
	GS-0905-13/06	1	18	895.88
	GS-0905-14/01	2	46	2,318.98
	GS-0905-14/04	3	36	1,996.32
	GS-0905-14/05	1	4	228.53

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0905-15/02	2	8	490.2
	GS-0905-15/04	3	28	1,826.43
	GS-0905-15/05	2	8	537.64
	GS-0905-15/07	3	31	2,205.95
	GS-0905-15/09	2	28	2,086.25
	GS-0905-15/10	1	20	1,490.18
General Counsel Total		26	295	16,863.48
Grants	GS-0301-14/10	1	20	1,310.69
Grants Total		1	20	1,310.69
Logistics	GS-0343-12/02	1	8	296.57
Logistics Total		1	8	296.57
Management	GS-0391-12/02	1	27	1,000.93
	GS-0391-13/10	4	36	1,996.52
	GS-1712-12/04	1	9	355.17
	GS-2210-07/01	1	9	197.82
	GS-2210-09/05	1	9	264.07
	GS-2210-09/06	1	24	724.88
	GS-2210-11/08	1	9	332.23
	GS-2210-12/03	1	9	344.41
	GS-2210-12/04	3	38	1,499.60
	GS-2210-12/07	1	9	387.45
	GS-2210-12/08	1	9	398.21
	GS-2210-12/09	1	9	408.98
	GS-2210-13/01	1	18	767.89
	GS-2210-13/07	2	27	1,382.20
Management Total		20	242	10,060.36
Mission Support	GS-0301-09/04	1	8	217.69
	GS-0301-11/01	1	24	718.36
	GS-0301-11/02	1	18	556.71
	GS-0301-14/04	1	16	887.25
	GS-0303-09/08	1	16	488.15
	GS-0343-12/01	1	24	861.01
	GS-0343-12/02	1	24	889.71
	GS-0343-13/01	1	18	767.89
	GS-0343-13/02	1	24	1,057.99
	GS-0343-14/10	1	24	1,572.83
Mission Support Total		10	196	8,017.59
Mitigation	GS-0301-13/01	1	16	682.57
Mitigation Total		1	16	682.57
MSB - CAO	GS-0018-12/02	1	18	667.29
	GS-0018-13/02	2	32	1,410.66
	GS-0018-13/04	1	16	750.83
	GS-0080-14/10	1	16	1,048.56
	GS-0301-09/06	1	24	692.65
	GS-0301-12/02	1	24	889.71
	GS-0301-14/06	1	9	529.32
	GS-0341-14/02	1	16	833.48
	GS-0342-11/10	1	24	933.83
	GS-0343-11/04	1	16	526.78

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0343-11/06	1	16	558.7
	GS-0343-12/02	2	80	2,965.72
	GS-0343-13/04	1	9	422.34
	GS-0343-15/01	1	24	1,423.19
	GS-0343-15/04	1	40	2,609.18
	GS-0525-12/01	1	16	574.01
	GS-0560-13/04	1	16	750.83
	GS-0601-13/01	1	16	682.57
	GS-0690-14/03	1	16	860.37
	GS-0690-14/04	1	16	887.25
	GS-0804-14/04	1	16	887.25
	GS-1170-09/03	1	16	422.19
	GS-1170-12/05	1	24	975.81
	GS-1170-13/01	1	24	1,023.86
	GS-1176-11/01	1	24	718.36
	GS-1176-13/05	1	24	1,160.37
MSB - CAO Total		28	572	25,205.11
MSB - CFO	GS-0301-12/04	1	8	315.7
	GS-0343-14/01	1	16	806.6
	GS-0343-14/03	1	16	860.37
	GS-0343-14/04	1	16	887.25
	GS-0343-15/08	1	16	1,170.18
	GS-0501-09/01	1	8	197.91
	GS-0501-09/07	1	18	534.32
	GS-0501-11/01	1	8	239.45
	GS-0501-11/02	1	8	247.43
	GS-0501-11/05	1	8	271.37
	GS-0501-12/01	5	40	1,435.00
	GS-0501-12/02	1	24	889.71
	GS-0501-12/03	1	18	688.81
	GS-0501-12/04	1	18	710.33
	GS-0501-13/01	1	8	341.29
	GS-0501-13/02	3	32	1,410.65
	GS-0501-14/02	1	16	833.48
	GS-0501-14/04	2	32	1,774.50
	GS-0510-13/02	2	16	705.32
	GS-0510-13/03	5	46	2,093.23
	GS-0510-13/04	2	16	750.82
	GS-0510-13/05	1	8	386.79
	GS-0510-14/06	1	8	470.51
	GS-0510-14/07	1	8	483.95
	GS-0510-15/06	1	8	553.46
	GS-0525-05/02	1	8	134.97
	GS-0525-05/05	1	18	333.06
	GS-0525-06/04	1	8	160.15
	GS-0525-07/03	1	8	172.59
	GS-0560-11/01	1	4	119.73
	GS-0560-13/01	1	18	767.89
	GS-0560-13/02	1	16	705.33
	GS-0560-13/04	2	34	1,595.51
	GS-0560-14/01	1	8	403.3
MSB - CFO Total		48	542	23,450.96

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
MSB - CHCO	GS-0201-09/01	2	34	841.12
	GS-0201-09/02	1	18	460.13
	GS-0201-09/03	3	52	1,372.13
	GS-0201-09/09	1	18	564
	GS-0201-11/01	1	18	538.77
	GS-0201-11/02	5	76	2,350.57
	GS-0201-11/03	1	18	574.67
	GS-0201-11/05	3	54	1,831.77
	GS-0201-12/01	2	36	1,291.52
	GS-0201-12/02	1	18	667.29
	GS-0201-12/03	1	8	306.14
	GS-0201-12/07	1	18	774.91
	GS-0201-12/08	1	8	353.97
	GS-0201-13/01	4	62	2,644.96
	GS-0201-13/02	5	86	3,791.12
	GS-0201-13/03	6	78	3,549.39
	GS-0201-13/04	3	60	2,815.60
	GS-0201-13/05	4	62	2,997.63
	GS-0201-13/06	1	18	895.88
	GS-0201-13/07	1	18	921.47
	GS-0201-13/10	1	18	998.25
	GS-0201-14/01	6	102	5,142.09
	GS-0201-14/02	2	36	1,875.32
	GS-0201-14/03	3	54	2,903.73
	GS-0201-14/04	10	186	10,314.31
	GS-0201-14/05	1	18	1,028.41
	GS-0201-14/06	2	36	2,117.28
	GS-0201-14/07	1	18	1,088.89
	GS-0201-14/10	1	18	1,179.63
	GS-0201-15/01	1	18	1,067.39
	GS-0201-15/03	1	8	506.02
	GS-0201-15/04	2	34	2,217.80
	GS-0201-15/08	1	18	1,316.45
	GS-0203-05/01	1	8	130.62
	GS-0203-05/05	1	8	148.02
	GS-0203-05/10	2	26	551.81
	GS-0203-06/02	1	18	338.52
	GS-0203-06/03	2	18	349.42
	GS-0203-07/04	3	16	355.96
	GS-0203-07/05	1	18	412.59
	GS-0203-07/06	2	12	283.16
	GS-0203-07/07	1	8	194.17
	GS-0203-07/08	1	18	449.02
	GS-0203-08/02	2	26	601.76
	GS-0203-08/03	1	18	430.04
	GS-0203-08/04	2	17	418.84
	GS-0203-08/05	2	16	406.14
	GS-0203-08/06	1	8	209.04
	GS-0203-08/07	4	33	886.92
	GS-0203-08/08	1	8	220.98
	GS-0203-08/10	1	8	232.93
	GS-0301-09/04	1	40	1,088.47

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-09/10	1	16	514.53
	GS-0301-14/04	1	27	1,497.24
	GS-0303-06/04	2	16	320.3
	GS-0303-06/09	1	18	414.93
	GS-0303-07/04	2	26	578.44
	GS-0303-07/08	3	42	1,047.71
	GS-0303-08/02	1	8	185.16
	GS-0326-05/04	1	8	143.67
	GS-0342-12/01	1	8	287
	GS-0343-13/03	1	8	364.04
	GS-0560-14/08	1	27	1,678.71
	GS-1712-13/07	1	18	921.47
MSB - CHCO Total		125	1,870.00	76,960.22
MSB - CIO	GS-0301-09/02	2	16	409
	GS-0301-09/05	1	40	1,121.44
	GS-0301-12/01	1	16	574.01
	GS-0301-13/09	1	16	864.58
	GS-0343-09/05	1	9	252.32
	GS-0343-12/02	1	18	648.22
	GS-0343-12/05	1	8	325.27
	GS-0343-13/02	2	16	705.32
	GS-0343-13/06	1	8	398.17
	GS-0343-13/10	1	9	499.13
	GS-0343-14/05	1	8	457.07
	GS-0343-14/06	1	8	470.51
	GS-0343-15/06	1	8	553.46
	GS-0391-11/04	2	44	1,448.65
	GS-0391-12/02	2	27	1,000.93
	GS-0391-12/03	1	4	153.07
	GS-0391-12/09	1	8	363.53
	GS-0391-13/04	1	40	1,877.07
	GS-0391-13/05	1	9	435.14
	GS-0391-13/10	3	34	1,885.59
	GS-0391-14/10	1	16	1,048.56
	GS-0501-14/05	1	8	457.07
	GS-0855-13/02	1	40	1,763.32
	GS-1101-09/01	1	8	197.91
	GS-1101-12/01	1	8	287
	GS-1101-15/04	1	8	521.84
	GS-2003-07/03	1	9	194.16
	GS-2010-11/05	4	41	1,390.77
	GS-2210-05/02	1	8	152.11
	GS-2210-07/02	1	8	181.7
	GS-2210-07/07	1	9	237.39
	GS-2210-09/02	1	16	428.04
	GS-2210-09/04	2	18	512.6
	GS-2210-09/07	1	9	279.6
	GS-2210-11/01	1	8	239.45
	GS-2210-11/02	1	9	278.36
	GS-2210-11/03	4	54	1,724.02
	GS-2210-11/04	2	16	519.26
	GS-2210-11/05	1	9	305.29
	GS-2210-11/06	1	4	139.68

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-2210-11/07	2	17	601.34
	GS-2210-11/08	2	17	619.1
	GS-2210-12/02	2	16	593.14
	GS-2210-12/03	1	9	344.41
	GS-2210-12/04	2	18	700.18
	GS-2210-12/05	3	16	650.55
	GS-2210-12/06	1	8	334.83
	GS-2210-12/07	1	4	172.2
	GS-2210-12/08	2	27	1,194.63
	GS-2210-12/09	1	8	363.53
	GS-2210-13/01	1	8	341.29
	GS-2210-13/04	7	134	6,288.18
	GS-2210-13/06	1	9	447.94
	GS-2210-13/07	1	18	921.47
	GS-2210-13/10	1	9	499.13
	GS-2210-14/02	1	8	416.74
	GS-2210-14/03	1	18	967.91
	GS-2210-14/04	1	18	998.16
	GS-2210-14/07	3	42	2,540.74
	GS-2210-14/08	1	8	497.4
	GS-2210-14/09	1	8	510.83
	GS-2210-14/10	3	40	2,621.40
	GS-2210-15/04	1	40	2,609.18
	GS-2210-15/07	1	8	569.28
	GS-2210-15/08	1	40	2,925.44
	GS-2210-15/09	3	64	4,768.56
MSB - CIO Total		99	1,264.00	58,798.17
MSB - CPO	GS-0303-07/03	1	16	345.18
	GS-0318-07/02	1	16	334.38
	GS-0341-14/02	1	16	833.48
	GS-0341-14/04	2	16	887.26
	GS-0343-12/01	2	40	1,435.01
	GS-0343-13/01	1	32	1,365.14
	GS-0343-13/02	2	32	1,410.65
	GS-0343-13/03	1	40	1,820.20
	GS-0343-14/02	2	64	3,333.92
	GS-0343-14/03	1	24	1,290.55
	GS-0560-14/06	1	8	470.51
	GS-1101-12/01	3	48	1,722.01
	GS-1101-13/02	1	18	793.49
	GS-1101-13/09	1	32	1,729.17
	GS-1101-14/02	3	56	2,917.18
	GS-1102-09/01	1	16	395.82
	GS-1102-09/02	1	24	613.51
	GS-1102-11/01	1	16	478.9
	GS-1102-12/01	2	32	1,148.02
	GS-1102-12/05	1	24	975.81
	GS-1102-12/06	1	8	334.83
	GS-1102-13/03	2	64	2,912.32
	GS-1102-13/06	1	16	796.34
	GS-1102-13/08	1	36	1,894.13
	GS-1102-13/10	1	16	887.34

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-1102-14/02	2	64	3,333.92
	GS-1102-14/03	1	40	2,150.92
	GS-1102-14/04	1	40	2,218.13
	GS-1102-14/06	3	33	1,940.85
	GS-1102-15/01	1	40	2,371.98
	GS-1102-15/03	1	8	506.02
	GS-1102-15/04	2	16	1,043.68
	GS-1102-15/07	1	40	2,846.38
	GS-1910-12/10	1	16	685.77
	GS-2210-13/07	1	16	819.08
MSB - CPO Total		49	1,023.00	49,041.88
MSB - CSO	GS-0060-12/02	2	80	2,965.72
	GS-0080-09/01	5	88	2,177.01
	GS-0080-09/02	3	56	1,431.52
	GS-0080-09/03	2	32	832.84
	GS-0080-09/05	1	24	672.86
	GS-0080-11/01	1	8	239.45
	GS-0080-11/02	1	24	742.29
	GS-0080-11/03	1	24	766.23
	GS-0080-11/04	2	48	1,580.34
	GS-0080-12/01	4	96	3,444.04
	GS-0080-12/02	7	152	5,634.83
	GS-0080-13/02	2	32	1,410.65
	GS-0080-13/04	1	8	375.41
	GS-0080-13/07	1	8	409.54
	GS-0080-13/10	2	32	1,774.68
	GS-0080-14/06	2	32	1,882.04
	GS-0086-06/01	1	24	436.8
	GS-0086-06/05	1	24	495.02
	GS-0086-06/06	1	40	849.3
	GS-0132-13/04	1	8	375.41
	GS-0301-09/01	1	24	545.64
	GS-0301-11/01	1	8	239.45
	GS-0301-12/02	2	32	1,186.28
	GS-0301-13/08	1	8	420.92
	GS-0343-12/04	2	32	1,262.81
	GS-0343-13/01	1	16	682.57
	GS-0343-13/06	1	8	398.17
	GS-0560-14/02	1	8	416.74
	GS-1801-12/04	1	8	315.7
MSB - CSO Total		52	984	33,964.26
National Continuity	GS-2210-12/04	2	24	947.11
National Continuity Total		2	24	947.11
National Preparedness	GS-0080-13/04	1	16	690.02
	GS-0301-15/07	1	40	2,846.38
National Preparedness Total		2	56	3,536.40
PNP - Grants	GS-0301-11/03	1	8	255.41
	GS-0301-12/05	1	8	325.27
	GS-0301-13/01	3	24	1,023.87

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-13/02	1	24	1,057.99
	GS-0301-13/04	1	16	750.83
	GS-0301-13/07	2	28	1,433.39
	GS-0301-14/02	1	16	833.48
	GS-0301-15/05	1	24	1,612.94
	GS-0343-11/01	1	24	718.36
	GS-0343-12/01	1	18	645.76
	GS-0343-12/08	1	16	707.93
	GS-0343-13/01	4	70	2,986.26
	GS-0343-13/07	2	16	819.08
	GS-0343-14/01	1	30	1,512.38
	GS-0343-14/04	1	30	1,663.60
	GS-0343-15/04	2	40	2,609.18
	GS-0343-15/05	1	8	537.65
	GS-0391-15/04	1	40	2,609.18
	GS-0510-15/05	1	16	1,075.30
	GS-0510-15/10	1	16	1,192.14
	GS-0560-14/02	2	40	2,083.70
	GS-1101-09/01	1	16	395.82
	GS-1101-11/01	1	24	718.36
	GS-1101-12/01	2	58	2,080.78
	GS-1101-12/02	1	18	667.29
	GS-1101-13/02	2	64	2,821.31
	GS-1101-13/03	6	128	5,824.64
	GS-1101-13/04	1	16	750.83
	GS-1101-14/01	1	24	1,209.90
	GS-1101-14/02	1	8	416.74
	GS-1101-15/02	1	9	551.48
PNP - Grants Total		47	877	41,890.85
PNP - Nat Prep	GS-0011-13/02	1	16	705.33
	GS-0018-13/01	1	16	627.3
	GS-0201-09/01	1	16	363.76
	GS-0301-09/01	1	8	197.91
	GS-0301-11/01	1	40	1,197.26
	GS-0301-11/02	1	16	454.78
	GS-0301-11/04	4	48	1,580.35
	GS-0301-11/05	2	24	814.11
	GS-0301-12/02	2	60	2,224.29
	GS-0301-12/03	2	50	1,913.37
	GS-0301-12/04	1	40	1,450.68
	GS-0301-12/05	1	8	298.93
	GS-0301-13/01	3	52	2,218.36
	GS-0301-13/02	2	56	2,468.65
	GS-0301-13/04	3	76	3,566.43
	GS-0301-13/07	2	44	2,070.07
	GS-0301-13/10	1	40	2,218.34
	GS-0301-14/04	2	72	3,992.64
	GS-0301-14/05	2	56	3,199.49
	GS-0301-14/07	1	16	967.9
	GS-0301-14/08	1	40	2,486.98
	GS-0301-14/10	4	38	2,490.33
	GS-0301-15/02	1	40	2,451.04

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-15/03	1	16	930.09
	GS-0301-15/06	3	120	8,077.85
	GS-0303-05/01	1	16	261.24
	GS-0303-05/02	1	4	67.48
	GS-0303-05/04	1	4	71.84
	GS-0303-05/06	2	24	457.14
	GS-0303-07/03	1	8	158.61
	GS-0303-07/04	1	12	245.35
	GS-0303-08/10	1	20	582.32
	GS-0318-06/01	5	22	400.4
	GS-0318-07/01	6	68	1,375.29
	GS-0318-07/04	4	56	1,245.86
	GS-0318-07/05	3	40	916.88
	GS-0318-07/10	4	36	946.57
	GS-0318-08/01	3	26	582.35
	GS-0318-08/02	2	12	277.74
	GS-0343-09/04	1	40	1,088.47
	GS-0343-11/02	1	30	927.86
	GS-0343-12/02	2	32	1,090.21
	GS-0343-12/03	2	32	1,174.97
	GS-0343-12/05	2	32	1,301.08
	GS-0343-13/06	1	8	398.17
	GS-0343-14/01	1	16	806.6
	GS-0343-14/03	1	40	2,150.92
	GS-0343-14/04	1	40	2,218.13
	GS-0343-14/08	3	30	1,865.24
	GS-0343-14/10	1	8	481.82
	GS-0501-09/08	1	24	672.92
	GS-0525-07/07	1	16	356.88
	GS-0802-11/04	1	16	484.12
	GS-1035-13/01	1	30	1,176.18
	GS-1320-11/06	1	24	770.18
	GS-1640-12/03	1	8	281.35
	GS-1701-15/01	1	24	1,423.19
	GS-1701-15/04	1	32	1,918.30
	GS-1702-09/01	2	18	445.3
	GS-1712-12/01	4	66	2,274.82
	GS-1712-12/02	7	66	2,446.71
	GS-1712-12/03	6	52	1,989.91
	GS-1712-12/04	2	24	947.11
	GS-1712-12/05	3	40	1,626.35
	GS-1712-12/10	3	24	1,119.30
	GS-1712-13/01	5	48	2,047.72
	GS-1712-13/02	6	54	2,380.47
	GS-1712-13/03	12	104	4,732.52
	GS-1712-13/04	9	74	3,472.56
	GS-1712-13/05	2	24	1,160.37
	GS-1712-13/06	5	64	3,185.35
	GS-1712-13/07	5	45	2,303.67
	GS-1712-13/08	3	30	1,578.45
	GS-1712-13/10	6	102	5,656.78
	GS-1712-14/01	4	72	3,629.70

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-1712-14/03	1	4	215.09
	GS-1712-14/06	2	12	686.71
	GS-1712-14/07	3	38	2,298.77
	GS-1712-14/10	1	8	524.28
	GS-1712-15/08	1	8	585.09
	GS-1750-13/05	5	32	1,547.18
	GS-1750-14/04	3	42	2,248.20
	GS-2001-11/03	1	16	469.45
	GS-2001-12/04	1	8	290.14
	GS-2005-07/07	1	8	178.44
	GS-2005-07/09	1	9	211.9
	GS-2210-14/04	2	56	3,033.52
PNP - Nat Prep Total		209	2,986.00	130,427.76
PNP - NCP	GS-0018-12/02	1	16	593.14
	GS-0080-12/01	1	8	287
	GS-0080-12/02	1	16	593.14
	GS-0080-13/02	1	8	352.66
	GS-0080-13/06	1	8	398.17
	GS-0080-14/03	1	40	2,150.92
	GS-0081-08/06	2	16	418.08
	GS-0081-08/09	1	8	226.96
	GS-0081-09/04	1	8	217.69
	GS-0081-09/05	1	8	224.29
	GS-0083-06/01	8	144	2,974.80
	GS-0083-06/10	1	18	483.38
	GS-0083-07/01	6	108	2,479.30
	GS-0083-07/02	9	126	2,989.00
	GS-0083-07/03	5	70	1,714.12
	GS-0083-07/04	5	60	1,515.20
	GS-0083-07/05	11	190	4,943.54
	GS-0083-07/07	1	16	440.79
	GS-0083-07/08	2	30	849.45
	GS-0083-07/09	1	12	348.97
	GS-0083-07/10	6	82	2,447.35
	GS-0083-08/02	1	36	912.23
	GS-0083-08/04	1	16	431.58
	GS-0083-08/10	1	36	1,147.57
	GS-0083-09/04	1	18	516.55
	GS-0083-09/05	1	16	473.06
	GS-0083-10/05	2	48	1,503.32
	GS-0083-10/06	2	52	1,676.48
	GS-0083-10/08	1	24	817.99
	GS-0086-07/03	1	24	517.77
	GS-0301-09/02	2	16	409
	GS-0301-09/10	1	8	257.26
	GS-0301-11/01	1	18	538.77
	GS-0301-11/04	3	48	1,580.34
	GS-0301-11/05	1	8	271.37
	GS-0301-11/06	1	24	838.06
	GS-0301-12/01	1	8	287
	GS-0301-12/02	2	34	1,260.43

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-12/04	3	72	2,841.32
	GS-0301-12/05	1	36	1,463.72
	GS-0301-13/01	2	51	2,175.70
	GS-0301-13/02	3	84	3,702.96
	GS-0301-13/03	5	120	5,460.60
	GS-0301-13/04	11	237	11,121.62
	GS-0301-13/05	8	208	10,056.55
	GS-0301-13/06	1	27	1,343.82
	GS-0301-13/07	2	48	2,457.24
	GS-0301-13/08	1	25	1,315.37
	GS-0301-14/02	1	40	2,083.70
	GS-0301-14/04	6	157	8,706.17
	GS-0301-14/05	2	48	2,742.42
	GS-0301-14/07	4	102	6,170.39
	GS-0301-14/08	1	8	497.4
	GS-0301-15/01	1	40	2,371.98
	GS-0301-15/05	2	48	3,225.89
	GS-0301-15/07	4	113	8,041.03
	GS-0301-15/08	1	8	585.09
	GS-0301-15/10	1	40	2,980.35
	GS-0303-06/03	1	24	465.9
	GS-0303-06/10	1	24	567.8
	GS-0303-07/03	2	17	366.75
	GS-0303-07/05	3	40	916.88
	GS-0303-07/08	2	26	648.58
	GS-0303-07/10	2	27	709.93
	GS-0305-05/06	1	32	609.52
	GS-0305-06/04	1	24	480.46
	GS-0326-06/01	1	18	327.6
	GS-0326-06/05	2	16	330.02
	GS-0340-14/07	3	64	3,871.62
	GS-0340-15/03	2	48	3,036.14
	GS-0340-15/04	1	32	2,087.34
	GS-0340-15/06	2	40	2,767.32
	GS-0340-15/09	1	40	2,980.35
	GS-0341-09/05	1	8	224.29
	GS-0341-09/09	2	60	1,880.01
	GS-0341-12/02	1	8	296.57
	GS-0342-13/05	1	18	870.28
	GS-0343-11/04	2	16	526.78
	GS-0343-12/03	2	16	612.28
	GS-0343-12/04	3	56	2,209.91
	GS-0343-12/06	4	80	3,348.34
	GS-0343-12/10	4	80	3,731.02
	GS-0343-13/01	1	8	341.29
	GS-0343-13/02	2	16	705.32
	GS-0343-13/04	2	16	750.82
	GS-0343-13/05	3	76	3,674.51
	GS-0343-13/07	1	16	819.08
	GS-0343-13/08	1	8	420.92
	GS-0343-13/09	2	48	2,593.75
	GS-0343-13/10	2	48	2,662.01

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0343-14/06	2	64	3,764.07
	GS-0343-15/04	1	40	2,609.18
	GS-0343-15/05	2	48	3,225.89
	GS-0343-15/08	2	48	3,510.53
	GS-0346-15/06	1	27	1,867.94
	GS-0391-13/02	1	16	705.33
	GS-0391-13/03	2	56	2,548.28
	GS-0391-13/05	1	16	773.58
	GS-0501-13/04	1	40	1,877.07
	GS-0501-14/09	1	40	2,554.17
	GS-0510-13/01	1	40	1,706.43
	GS-0690-12/06	1	16	669.67
	GS-0801-14/08	1	40	2,486.98
	GS-0802-11/05	1	8	271.37
	GS-0802-12/08	1	18	796.42
	GS-0819-13/10	1	16	887.34
	GS-0850-13/06	2	80	3,981.68
	GS-0855-15/01	2	48	2,846.38
	GS-0855-15/04	1	40	2,609.18
	GS-0856-11/01	1	40	1,197.26
	GS-0856-11/10	1	9	350.18
	GS-0856-12/04	1	16	631.41
	GS-0856-12/06	1	16	669.67
	GS-0856-12/07	1	8	344.4
	GS-0856-12/10	2	32	1,492.40
	GS-0856-13/04	1	8	375.41
	GS-0856-13/10	2	24	1,331.01
	GS-1008-11/03	2	48	1,532.46
	GS-1008-11/05	1	8	271.37
	GS-1071-12/02	2	24	889.71
	GS-1071-13/04	1	8	375.41
	GS-1084-12/03	1	8	306.14
	GS-1084-12/04	1	16	631.41
	GS-1084-12/05	1	8	325.27
	GS-1084-12/06	2	24	1,004.50
	GS-1601-11/02	2	42	1,299.00
	GS-1601-14/08	1	8	497.4
	GS-1640-13/04	1	8	375.41
	GS-2003-14/09	2	64	4,086.67
	GS-2150-09/10	1	16	514.53
	GS-2210-12/04	1	16	631.41
	WG-3703-11/04	2	16	480.48
	WG-3703-11/05	2	16	497.76
	WG-3806-11/04	1	8	240.24
	WG-3806-11/05	2	16	497.76
	WG-4206-10/04	2	36	1,027.44
	WG-4206-10/05	1	9	266.13
	WG-4605-10/03	2	26	714.22
	WG-4749-06/04	1	18	394.74
	WG-4749-08/02	2	16	377.76
	WG-4749-11/04	1	8	240.24
	WG-4749-11/05	7	116	3,608.76

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	WG-5026-09/02	1	18	451.08
	WG-5026-10/05	1	18	532.26
	WG-5306-10/01	1	18	455.76
	WG-5306-11/04	1	16	480.48
	WG-5306-11/05	1	16	497.76
	WG-5406-11/05	2	25	777.75
	WG-5703-04/03	1	18	315.72
	WG-5703-04/05	1	18	340.02
	WG-5703-07/05	5	56	1,381.52
	WG-5703-08/02	7	80	1,888.80
	WG-5703-08/03	9	104	2,556.32
	WG-5703-08/05	5	64	1,692.80
	WG-5823-08/05	3	40	1,058.00
	WG-5823-10/02	1	8	211.2
	WG-5823-10/03	3	40	1,098.80
	WG-5823-10/04	2	24	684.96
	WG-7404-06/03	1	8	168.96
	WG-7404-08/01	1	8	182.08
	WG-7404-08/02	1	24	566.64
	WG-7404-08/04	1	8	204.4
	WG-7404-08/05	5	96	2,539.20
	WG-7408-03/01	1	8	116.32
	WG-7408-04/02	1	8	134.88
	WG-7408-04/03	2	32	561.28
	WL-4206-10/04	1	18	564.66
	WL-4605-10/04	2	16	501.92
	WL-4742-12/05	1	8	287.12
	WL-4749-11/05	2	36	1,231.92
	WL-5306-11/05	3	42	1,437.24
	WL-5409-11/05	2	26	889.72
	WL-5703-04/05	1	40	831.2
	WL-5703-08/05	3	32	933.44
	WL-5716-11/05	1	8	273.76
	WL-7404-08/05	1	8	233.36
	WS-4749-10/02	1	8	274.8
	WS-4749-11/02	4	52	1,829.88
	WS-5306-11/05	1	18	709.74
	WS-5716-11/04	1	8	304.24
PNP - NCP Total		366	6,500.00	261,632.88
Policy & Pgm Analysis	GS-0343-11/01	1	24	718.36
	GS-0343-14/05	1	16	914.14
	GS-0343-15/03	1	32	2,024.10
Policy & Pgm Analysis Total		3	72	3,656.60
Protection & Nat Prep	GS-0301-13/02	1	40	1,763.32
	GS-0343-14/04	1	40	2,218.13
Protection & Nat Prep Total		2	80	3,981.45

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
Region Eight	GS-0020-13/03	1	32	1,436.23
	GS-0028-12/01	1	8	283.08
	GS-0028-12/02	1	32	1,170.05
	GS-0028-13/05	1	32	1,525.99
	GS-0028-14/02	1	32	1,644.16
	GS-0080-13/04	1	40	1,851.38
	GS-0201-13/03	1	9	403.94
	GS-0301-09/01	1	32	780.8
	GS-0301-09/10	2	24	761.22
	GS-0301-11/01	1	16	472.35
	GS-0301-11/03	1	24	755.75
	GS-0301-11/05	3	22	736.06
	GS-0301-12/01	1	32	1,132.31
	GS-0301-12/02	11	184	6,727.75
	GS-0301-12/03	3	50	1,887.19
	GS-0301-12/04	7	120	4,670.74
	GS-0301-12/06	3	44	1,816.40
	GS-0301-12/07	6	132	5,604.85
	GS-0301-12/08	1	8	349.13
	GS-0301-12/10	2	24	1,103.99
	GS-0301-13/01	3	48	2,019.70
	GS-0301-13/02	1	40	1,739.19
	GS-0301-13/03	1	16	718.11
	GS-0301-13/04	4	112	5,183.88
	GS-0301-13/05	2	40	1,907.48
	GS-0301-13/06	2	48	2,356.30
	GS-0301-13/07	1	10	504.92
	GS-0301-13/08	2	20	1,037.89
	GS-0301-14/04	3	104	5,688.20
	GS-0301-14/05	4	112	6,311.39
	GS-0301-14/06	1	32	1,856.28
	GS-0301-14/07	6	160	9,546.57
	GS-0301-14/09	1	40	2,519.23
	GS-0301-15/04	1	40	2,573.47
	GS-0301-15/05	2	80	5,302.92
	GS-0301-15/09	1	40	2,963.39
	GS-0301-15/10	1	40	2,980.35
	GS-0303-08/04	2	40	972.01
	GS-0318-07/01	3	28	558.53
	GS-0318-07/02	1	24	494.71
	GS-0318-07/04	2	24	526.65
	GS-0318-07/07	1	8	191.51
	GS-0318-07/10	1	8	207.47
	GS-0340-15/10	1	40	2,980.35
	GS-0343-12/02	2	48	1,755.07
	GS-0343-13/01	4	92	3,871.11
	GS-0343-13/02	1	40	1,739.19
	GS-0343-13/04	1	8	370.28
	GS-0343-14/02	1	16	822.08
	GS-0343-14/04	2	48	2,625.32
	GS-0343-14/07	2	48	2,863.96
	GS-0346-13/01	1	40	1,683.09

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0346-13/02	1	40	1,739.19
	GS-0346-14/02	1	32	1,644.16
	GS-0391-12/01	3	40	1,415.39
	GS-0391-14/07	1	32	1,909.31
	GS-0501-12/02	2	32	1,170.05
	GS-0905-14/01	2	44	2,187.79
	GS-1035-12/06	2	12	495.38
	GS-1035-12/07	2	16	679.38
	GS-1035-15/03	1	40	2,495.49
	GS-1101-13/05	1	8	381.5
	GS-1101-13/06	1	10	490.9
	GS-1301-14/06	2	40	2,320.35
	GS-1640-13/06	2	32	1,570.87
	GS-1712-17/01	1	8	283.08
	GS-2010-12/02	1	8	292.51
	GS-2210-09/04	1	8	214.72
	GS-2210-12/01	1	16	566.16
	GS-2210-12/04	1	16	622.77
	GS-2210-13/03	1	8	359.06
	GS-2210-13/08	1	16	830.31
	GS-2210-14/01	1	16	795.56
Region Eight Total		139	2,865.00	134,447.90
Region Five	GS-0201-12/01	1	27	975.51
	GS-0301-05/10	1	18	384.73
	GS-0301-07/07	1	40	977.71
	GS-0301-09/01	2	36	896.9
	GS-0301-09/02	1	18	463.39
	GS-0301-09/09	1	18	568
	GS-0301-11/01	8	219	6,601.38
	GS-0301-11/02	2	54	1,682.00
	GS-0301-11/03	2	36	1,157.48
	GS-0301-11/04	2	45	1,492.07
	GS-0301-12/01	15	438	15,824.88
	GS-0301-12/02	9	246	9,184.16
	GS-0301-12/03	4	125	4,817.26
	GS-0301-12/04	5	165	6,557.55
	GS-0301-12/06	2	36	1,517.44
	GS-0301-12/07	5	126	5,462.75
	GS-0301-12/08	6	170	7,575.14
	GS-0301-12/10	3	85	3,992.27
	GS-0301-13/01	6	174	7,475.58
	GS-0301-13/02	11	357	15,849.10
	GS-0301-13/03	2	67	3,070.41
	GS-0301-13/04	4	99	4,678.67
	GS-0301-13/05	5	156	7,595.87
	GS-0301-13/06	4	147	7,368.11
	GS-0301-13/07	1	40	2,062.21
	GS-0301-14/01	2	58	2,944.63
	GS-0301-14/02	4	125	6,557.74
	GS-0301-14/04	2	45	2,513.08
	GS-0301-14/07	1	40	2,436.90
	GS-0301-14/08	2	80	5,009.18

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0303-04/07	1	9	158.71
	GS-0303-07/09	1	27	696.63
	GS-0340-15/10	2	36	2,682.32
	GS-0343-13/02	1	27	1,198.67
	GS-0343-13/03	1	18	824.89
	GS-0343-14/01	2	42	2,132.32
	GS-0343-14/02	1	27	1,416.47
	GS-0346-13/02	2	32	1,420.65
	GS-0346-13/03	2	54	2,474.66
	GS-0346-14/06	1	18	1,066.15
	GS-0346-14/07	2	41	2,497.81
	GS-0391-12/01	1	9	325.17
	GS-0391-13/05	2	45	2,191.12
	GS-0391-14/06	1	36	2,132.30
	GS-0403-12/02	1	36	1,344.02
	GS-0560-13/02	1	27	1,198.67
	GS-0810-12/07	1	40	1,734.20
	GS-0810-13/03	1	40	1,833.08
	GS-0810-13/04	1	27	1,276.00
	GS-1035-12/01	4	125	4,516.23
	GS-1035-12/02	3	85	3,173.39
	GS-1035-12/03	1	27	1,040.53
	GS-1035-13/03	2	45	2,062.22
	GS-1035-14/02	2	27	1,416.47
	GS-1035-14/03	1	27	1,462.15
	GS-1035-15/04	1	27	1,773.67
	GS-1101-09/01	1	9	224.22
	GS-1101-11/01	1	27	813.87
	GS-1101-12/02	2	80	2,986.72
	GS-1101-13/01	2	54	2,320.00
	GS-1101-13/06	2	54	2,706.64
	GS-1301-12/03	1	27	1,040.53
	GS-1640-12/04	2	54	2,146.10
	GS-1640-12/05	1	40	1,637.87
	GS-1712-12/02	1	27	1,008.02
	GS-2210-09/03	1	27	717.51
	GS-2210-12/01	1	18	650.34
	GS-2210-12/02	2	54	2,016.04
	GS-2210-13/05	2	45	2,191.12
Region Five Total		172	4,760.00	202,199.58
Region Four	GS-0018-12/04	1	16	580.27
	GS-0028-11/01	1	16	440.12
	GS-0028-11/02	1	16	454.78
	GS-0028-12/02	1	24	854.4
	GS-0028-13/04	2	58	2,613.73
	GS-0028-14/07	1	27	1,568.51
	GS-0080-11/03	1	16	469.45
	GS-0080-13/04	1	16	690.02
	GS-0201-11/04	1	8	242.06
	GS-0260-11/04	1	8	242.06
	GS-0301-08/02	1	24	510.49
	GS-0301-08/04	1	24	543.41

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-08/06	6	109	2,735.17
	GS-0301-08/07	2	45	1,161.44
	GS-0301-09/01	1	18	409.23
	GS-0301-09/02	4	109	2,598.71
	GS-0301-09/03	9	156	3,898.58
	GS-0301-09/04	8	107	2,706.23
	GS-0301-09/05	2	40	1,030.62
	GS-0301-09/06	4	81	2,244.91
	GS-0301-09/07	1	27	736.58
	GS-0301-09/09	2	26	771.99
	GS-0301-11/01	5	95	2,691.07
	GS-0301-11/02	7	111	3,276.43
	GS-0301-11/03	7	77	2,259.24
	GS-0301-11/04	9	144	4,357.11
	GS-0301-11/05	1	8	249.4
	GS-0301-11/06	1	40	1,341.33
	GS-0301-11/07	3	56	1,848.46
	GS-0301-11/09	1	24	836.19
	GS-0301-12/01	11	224	7,705.34
	GS-0301-12/02	7	150	5,315.50
	GS-0301-12/03	11	227	8,172.82
	GS-0301-12/04	25	549	20,552.67
	GS-0301-12/05	10	299	11,444.45
	GS-0301-12/06	3	45	1,808.70
	GS-0301-12/07	4	81	3,268.68
	GS-0301-12/08	2	47	1,997.03
	GS-0301-13/01	2	40	1,568.24
	GS-0301-13/02	5	88	3,681.64
	GS-0301-13/03	5	85	3,588.52
	GS-0301-13/04	12	234	10,360.97
	GS-0301-13/05	3	80	3,666.47
	GS-0301-13/06	9	160	7,560.95
	GS-0301-13/07	3	56	2,710.74
	GS-0301-13/09	1	16	794.56
	GS-0301-13/10	3	56	2,909.14
	GS-0301-14/03	1	16	790.69
	GS-0301-14/04	1	40	2,130.10
	GS-0301-14/05	1	20	1,097.32
	GS-0301-14/06	2	45	2,541.59
	GS-0301-15/04	1	8	479.57
	GS-0301-15/06	1	40	2,657.48
	GS-0303-06/05	2	24	454.93
	GS-0303-06/06	1	16	312.2
	GS-0303-07/01	2	42	815.73
	GS-0303-07/02	1	4	80.28
	GS-0303-07/04	6	64	1,308.56
	GS-0303-07/05	8	124	2,612.16
	GS-0303-07/07	1	18	419.54
	GS-0303-07/10	3	32	773.25
	GS-0303-08/02	2	36	800.14
	GS-0303-08/05	3	45	1,096.95
	GS-0303-09/03	1	16	388.01

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0303-09/04	2	24	600.2
	GS-0305-09/05	1	24	618.38
	GS-0340-12/04	1	27	1,023.21
	GS-0340-13/04	1	40	1,725.06
	GS-0342-12/03	1	18	661.47
	GS-0343-09/01	1	27	641.44
	GS-0343-12/02	2	24	842.15
	GS-0343-12/03	1	16	562.69
	GS-0343-12/04	2	24	870.41
	GS-0343-13/02	3	72	3,048.00
	GS-0343-13/03	1	30	1,310.97
	GS-0343-13/05	5	121	5,618.01
	GS-0346-11/04	2	24	726.18
	GS-0346-12/05	1	27	1,054.22
	GS-0391-11/04	2	24	726.18
	GS-0501-09/06	1	16	424.37
	GS-0501-12/01	1	16	527.52
	GS-0501-12/02	1	8	272.55
	GS-0501-12/04	1	16	580.27
	GS-0501-13/03	1	26	1,136.18
	GS-0501-13/07	1	9	423.42
	GS-0501-14/04	1	16	815.39
	GS-0560-12/05	3	45	1,757.03
	GS-0560-13/01	2	44	1,802.59
	GS-0810-12/04	2	64	2,425.38
	GS-0810-12/07	3	77	3,183.30
	GS-0810-12/08	1	16	679.84
	GS-0810-12/10	1	40	1,714.42
	GS-0810-13/06	3	53	2,533.16
	GS-0810-13/08	3	54	2,728.44
	GS-0905-14/02	1	32	1,531.97
	GS-0950-11/04	3	48	1,452.37
	GS-1035-09/04	1	8	200.07
	GS-1035-12/04	1	9	341.07
	GS-1101-11/04	1	8	242.06
	GS-1101-12/01	1	9	310.07
	GS-1101-12/04	4	34	1,262.42
	GS-1101-12/05	1	8	298.93
	GS-1101-12/06	5	78	3,093.61
	GS-1101-12/07	1	18	744.15
	GS-1101-14/02	1	27	1,350.69
	GS-1102-09/02	1	24	589.17
	GS-1102-12/02	2	24	817.65
	GS-1102-13/05	1	24	1,114.32
	GS-1105-09/04	3	40	1,000.32
	GS-1170-11/04	1	8	242.06
	GS-1301-13/02	2	42	1,778.00
	GS-1601-09/03	3	44	1,114.96
	GS-1640-09/03	1	8	194
	GS-1640-09/04	3	32	800.27
	GS-1640-11/01	2	24	660.18
	GS-1640-14/07	1	18	1,045.67

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-2003-09/02	2	16	375.88
	GS-2005-07/05	1	8	168.53
	GS-2210-09/04	1	16	455.64
	GS-2210-11/03	4	40	1,213.10
	GS-2210-11/04	2	24	750.61
	GS-2210-11/05	1	16	515.56
	GS-2210-12/02	3	54	1,894.84
	GS-2210-12/04	8	132	4,963.25
	GS-2210-12/05	1	24	896.79
	GS-2210-12/07	4	52	2,121.32
	GS-2210-12/08	1	18	764.82
	GS-2210-13/03	1	16	669.12
	GS-2210-13/04	1	16	690.02
Region Four Total		360	6,574.00	236,922.83
Region Nine				
	GS-0020-13/03	1	16	792.14
	GS-0028-13/10	1	8	482.71
	GS-0028-14/07	1	8	526.54
	GS-0301-07/03	1	8	187.77
	GS-0301-11/02	1	8	269.2
	GS-0301-12/01	1	8	312.26
	GS-0301-12/02	2	24	967.99
	GS-0301-12/05	2	24	1,061.67
	GS-0301-12/07	1	24	1,124.11
	GS-0301-12/08	1	8	385.11
	GS-0301-12/10	3	52	2,638.55
	GS-0301-13/03	1	9	445.58
	GS-0301-13/05	2	16	841.64
	GS-0301-13/06	1	8	433.2
	GS-0301-13/07	1	18	1,002.55
	GS-0301-14/03	1	16	936.07
	GS-0301-14/06	1	8	511.91
	GS-0303-07/01	2	16	352.06
	GS-0343-14/02	1	40	2,267.04
	GS-0501-12/01	1	8	312.26
	GS-0810-13/04	1	16	816.9
	GS-0810-13/08	1	8	457.95
	GS-0905-13/01	1	18	835.46
	GS-0905-15/01	1	8	516.14
	GS-1035-15/03	1	18	1,238.73
	GS-1101-12/03	1	16	666.15
	GS-2210-12/07	1	16	749.41
Region Nine Total		33	427	21,131.10
Region One				
	GS-0301-12/01	2	16	576.68
	GS-0301-12/03	2	34	1,307.15
	GS-0301-13/02	1	16	708.62
	GS-0301-13/05	1	18	874.34
	GS-0301-14/07	1	18	1,093.97
	GS-0303-07/10	1	18	475.5
	GS-0343-11/01	2	24	721.71
	GS-0343-13/04	1	18	848.63
Region One Total		11	162	6,606.60

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
Region Seven	GS-0080-13/01	2	58	2,273.95
	GS-0301-09/01	1	18	409.23
	GS-0301-11/01	2	36	990.26
	GS-0301-12/01	5	88	2,901.40
	GS-0301-12/02	3	40	1,362.76
	GS-0301-12/03	1	8	281.35
	GS-0301-12/04	1	24	870.41
	GS-0301-12/07	3	46	1,819.95
	GS-0301-12/10	1	8	342.88
	GS-0301-13/03	1	4	167.28
	GS-0301-13/04	1	18	776.28
	GS-0301-13/07	1	24	1,129.13
	GS-0301-13/08	2	36	1,740.74
	GS-0301-13/09	2	58	2,880.30
	GS-0301-13/10	1	18	917.41
	GS-0301-14/02	3	80	3,829.92
	GS-0301-14/04	1	16	815.39
	GS-0301-15/07	1	40	2,615.87
	GS-0303-04/05	1	16	243.18
	GS-0318-06/02	1	8	138.27
	GS-0318-07/01	1	32	594.77
	GS-0343-11/01	1	18	495.13
	GS-0343-12/02	2	26	885.79
	GS-0343-12/03	1	18	633.03
	GS-0343-12/09	1	6	250.57
	GS-0343-13/01	4	64	2,509.17
	GS-0343-13/04	2	34	1,466.30
	GS-0343-13/05	2	10	444.33
	GS-0343-13/10	1	6	305.8
	GS-0343-14/04	1	16	815.39
	GS-0343-14/05	1	36	1,890.23
	GS-0346-13/01	1	32	1,254.59
	GS-0391-14/03	1	12	593.02
	GS-0501-09/01	1	18	409.23
	GS-0905-14/01	1	40	1,853.19
	GS-1035-14/02	2	28	1,340.48
	GS-1640-13/02	1	24	972.3
	GS-2210-12/02	1	24	817.66
	GS-2210-14/01	1	18	833.93
Region Seven Total		60	1,106.00	44,870.87
Region Six	GS-0018-11/02	1	8	227.39
	GS-0028-11/03	1	12	352.09
	GS-0028-12/01	1	20	659.41
	GS-0028-12/03	1	18	669.12
	GS-0028-12/04	1	24	870.41
	GS-0028-13/01	2	48	1,881.88
	GS-0028-13/04	1	40	1,823.42
	GS-0028-14/02	1	30	1,518.11
	GS-0080-11/04	1	16	484.12
	GS-0080-12/03	1	16	562.69
	GS-0080-12/05	3	48	1,793.58
	GS-0080-13/03	1	24	1,003.68

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0086-07/05	1	16	337.05
	GS-0201-13/03	1	40	1,672.79
	GS-0301-09/01	1	16	363.76
	GS-0301-09/02	2	16	386.6
	GS-0301-09/03	5	72	1,746.04
	GS-0301-09/04	4	48	1,200.41
	GS-0301-09/05	1	8	206.13
	GS-0301-11/01	2	36	1,046.72
	GS-0301-11/02	4	38	1,109.30
	GS-0301-11/03	3	36	1,056.27
	GS-0301-11/04	8	112	3,388.84
	GS-0301-11/05	1	12	374.09
	GS-0301-11/10	2	40	1,430.34
	GS-0301-12/02	4	54	1,944.66
	GS-0301-12/03	5	73	2,649.50
	GS-0301-12/04	5	96	3,481.64
	GS-0301-12/05	1	18	710.94
	GS-0301-12/07	2	36	1,505.52
	GS-0301-12/09	1	9	397.29
	GS-0301-12/10	1	18	815.49
	GS-0301-13/02	1	9	385.41
	GS-0301-13/03	1	9	397.84
	GS-0301-13/05	1	32	1,502.94
	GS-0301-13/07	2	34	1,690.82
	GS-0301-14/02	1	40	1,914.96
	GS-0301-14/08	1	9	543.57
	GS-0301-15/02	1	40	2,252.55
	GS-0303-04/01	1	16	226.82
	GS-0303-05/02	1	18	295
	GS-0303-07/03	2	28	555.13
	GS-0303-07/04	11	216	4,416.39
	GS-0303-07/05	10	164	3,454.77
	GS-0303-07/06	1	16	346.97
	GS-0303-07/07	1	16	356.88
	GS-0303-07/10	1	27	689.64
	GS-0303-08/06	1	18	456.9
	GS-0303-09/03	1	16	388.01
	GS-0340-14/03	1	16	790.69
	GS-0343-11/04	1	24	726.19
	GS-0343-12/03	1	20	703.36
	GS-0346-09/04	5	80	2,000.65
	GS-0346-09/05	2	32	824.5
	GS-0346-11/03	1	16	469.45
	GS-0346-11/04	1	16	484.12
	GS-0346-12/05	1	16	597.86
	GS-0346-13/02	1	9	385.41
	GS-0346-13/05	1	24	1,066.40
	GS-0391-12/04	1	9	345.01
	GS-0501-12/06	1	9	365.93
	GS-0690-13/04	1	16	690.02
	GS-0810-12/01	1	24	836.41
	GS-0810-12/03	1	24	892.16

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0905-14/01	1	16	783.55
	GS-0905-15/02	1	24	1,351.53
	GS-0950-14/04	1	24	1,223.09
	GS-0950-14/05	2	48	2,520.32
	GS-1035-12/04	1	16	580.27
	GS-1035-12/10	1	16	685.77
	GS-1035-13/07	1	24	1,129.13
	GS-1101-11/06	1	8	271.37
	GS-1101-12/02	1	20	720.24
	GS-1101-13/01	1	40	1,657.67
	GS-1101-13/02	1	20	856.46
	GS-1102-12/02	1	9	324.11
	GS-1102-13/02	1	16	648.2
	GS-1712-11/04	1	20	605.16
	GS-1712-11/05	1	20	623.49
	GS-1712-13/02	1	20	810.25
	GS-1910-09/05	1	16	412.25
	GS-1910-09/09	1	8	230.37
	GS-2003-09/05	1	16	412.25
	GS-2005-07/03	1	16	317.22
Region Six Total		148	2,538.00	84,884.74
Region Ten	GS-0020-13/03	1	16	713.95
	GS-0028-12/07	1	24	1,013.16
	GS-0028-13/08	1	40	2,063.75
	GS-0301-07/01	1	24	475.98
	GS-0301-07/04	1	18	392.69
	GS-0301-09/01	3	98	2,377.36
	GS-0301-09/02	1	24	601.61
	GS-0301-11/01	5	128	3,756.90
	GS-0301-12/01	7	168	5,910.17
	GS-0301-12/02	6	154	5,598.24
	GS-0301-12/03	3	58	2,176.42
	GS-0301-12/04	7	156	6,036.77
	GS-0301-12/05	1	18	717.65
	GS-0301-12/06	1	12	492.51
	GS-0301-12/07	3	54	2,279.61
	GS-0301-12/08	1	40	1,735.51
	GS-0301-12/10	1	18	823.19
	GS-0301-13/01	1	40	1,673.33
	GS-0301-13/02	1	16	691.64
	GS-0301-13/03	2	28	1,249.41
	GS-0301-13/04	4	106	4,877.72
	GS-0301-13/05	1	16	758.57
	GS-0301-13/06	2	52	2,501.08
	GS-0301-13/08	1	8	412.75
	GS-0301-13/10	3	88	4,785.64
	GS-0301-14/02	1	16	817.31
	GS-0301-14/03	1	12	632.76
	GS-0301-14/04	5	94	5,111.49
	GS-0301-14/07	3	40	2,372.81
	GS-0301-14/08	1	18	1,097.42
	GS-0301-14/10	1	18	1,105.93

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-15/05	2	80	5,272.18
	GS-0301-15/07	2	80	5,582.32
	GS-0301-15/08	1	40	2,868.69
	GS-0301-15/10	1	40	2,980.35
	GS-0303-07/06	1	8	185.11
	GS-0303-07/07	1	16	380.8
	GS-0318-07/04	2	56	1,221.70
	GS-0318-07/08	1	24	587.07
	GS-0318-09/08	1	18	538.51
	GS-0343-11/01	1	8	234.81
	GS-0343-12/05	1	16	637.91
	GS-0343-12/07	1	18	726.49
	GS-0343-13/03	1	40	1,784.88
	GS-0343-13/04	1	16	736.26
	GS-0343-13/05	1	40	1,896.43
	GS-0343-13/07	1	16	803.19
	GS-0343-13/10	1	18	935.9
	GS-0343-14/02	1	40	2,043.28
	GS-0346-13/02	1	16	691.64
	GS-0346-13/03	1	40	1,784.88
	GS-0346-14/02	1	16	817.31
	GS-0391-14/07	1	16	949.13
	GS-0810-13/04	1	24	1,104.39
	GS-0905-14/01	1	24	1,186.42
	GS-1035-12/03	1	18	675.44
	GS-1035-14/07	1	40	2,372.82
	GS-1101-12/01	2	24	844.31
	GS-1101-12/02	1	16	581.63
	GS-1101-13/04	2	32	1,472.52
	GS-1101-13/06	1	16	780.88
	GS-1101-14/03	1	24	1,265.51
	GS-1101-14/09	1	24	1,502.78
	GS-1301-13/05	1	40	1,896.43
	GS-1712-13/02	1	40	1,729.10
	GS-2010-12/01	1	16	562.87
	GS-2210-12/02	2	40	1,454.08
	GS-2210-12/03	1	40	1,500.99
Region Ten Total		114	2,682.00	117,842.34
Region Three	GS-0020-13/04	1	4	184.03
	GS-0028-12/02	1	4	145.38
	GS-0028-14/04	1	16	869.9
	GS-0080-13/01	1	4	167.31
	GS-0201-12/01	1	4	140.7
	GS-0301-07/01	1	8	158.63
	GS-0301-09/01	1	8	194.04
	GS-0301-09/03	1	8	206.97
	GS-0301-09/04	2	16	426.88
	GS-0301-09/07	1	16	465.66
	GS-0301-09/08	1	8	239.3
	GS-0301-11/01	2	24	704.31
	GS-0301-11/02	1	24	727.77
	GS-0301-12/01	7	76	2,673.22

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-12/02	11	68	2,471.52
	GS-0301-12/03	15	140	5,252.57
	GS-0301-12/04	8	104	4,023.87
	GS-0301-12/05	6	68	2,710.72
	GS-0301-12/06	2	32	1,292.58
	GS-0301-12/10	1	16	731.61
	GS-0301-13/01	4	48	2,007.68
	GS-0301-13/02	12	128	5,532.21
	GS-0301-13/03	4	56	2,498.44
	GS-0301-13/04	1	8	368.07
	GS-0301-13/05	3	36	1,706.51
	GS-0301-13/06	1	32	1,561.51
	GS-0301-13/07	1	24	1,204.59
	GS-0301-13/08	2	12	619.02
	GS-0301-14/01	2	8	395.4
	GS-0301-14/02	2	24	1,225.77
	GS-0301-14/03	1	8	421.77
	GS-0301-14/04	8	64	3,479.58
	GS-0301-14/05	5	36	2,016.58
	GS-0301-14/06	3	40	2,306.52
	GS-0301-14/07	1	24	1,423.45
	GS-0301-14/09	1	8	500.85
	GS-0301-15/02	1	4	240.31
	GS-0301-15/06	2	20	1,356.59
	GS-0301-15/07	1	8	558.14
	GS-0303-04/07	2	12	206.02
	GS-0303-07/01	1	8	158.63
	GS-0303-07/09	2	12	301.42
	GS-0303-07/10	4	24	618.72
	GS-0318-07/09	1	4	100.47
	GS-0318-09/05	1	4	109.95
	GS-0343-12/03	2	8	300.14
	GS-0343-13/01	1	8	334.61
	GS-0343-13/02	4	32	1,383.04
	GS-0343-13/03	1	8	356.92
	GS-0343-13/04	1	8	368.07
	GS-0343-13/05	1	8	379.22
	GS-0343-13/06	2	12	585.57
	GS-0343-13/07	5	24	1,204.57
	GS-0343-14/02	2	8	408.6
	GS-0343-14/03	1	8	421.77
	GS-0346-12/01	1	8	281.39
	GS-0346-13/01	1	8	334.61
	GS-0346-13/06	1	8	390.38
	GS-0346-14/04	2	8	434.94
	GS-0346-14/05	1	8	448.13
	GS-0391-14/02	2	12	612.89
	GS-0501-09/02	1	16	401
	GS-0501-11/01	1	8	234.77
	GS-0501-12/01	1	8	281.39
	GS-0501-12/02	1	4	145.38
	GS-0501-12/05	5	48	1,913.44

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0560-13/01	1	16	669.22
	GS-0810-12/01	1	8	281.39
	GS-0810-12/02	1	16	581.54
	GS-0810-13/01	2	32	1,338.45
	GS-0810-13/04	1	8	368.07
	GS-0810-13/05	1	24	1,137.67
	GS-1035-12/05	1	4	159.45
	GS-1035-13/01	2	32	1,338.45
	GS-1101-11/01	1	4	117.38
	GS-1101-12/01	1	16	562.78
	GS-1101-13/01	4	20	836.54
	GS-1101-13/05	4	44	2,085.73
	GS-1101-13/07	1	4	200.76
	GS-1102-13/02	1	16	691.53
	GS-2210-12/07	4	30	1,266.23
	GS-2210-13/04	1	8	368.07
	GS-2210-14/08	3	12	731.49
Region Three Total		198	1,854.00	78,660.75
Region Two	GS-0020-13/07	1	40	2,121.88
	GS-0028-13/01	1	30	1,326.20
	GS-0201-13/05	1	30	1,503.00
	GS-0301-12/02	1	18	691.46
	GS-0301-12/04	3	104	4,252.84
	GS-0301-12/07	1	24	1,070.64
	GS-0301-12/10	2	80	3,287.10
	GS-0301-13/03	1	16	754.45
	GS-0301-13/04	1	30	1,458.80
	GS-0301-13/05	2	80	4,008.02
	GS-0301-14/03	1	24	1,337.31
	GS-0301-14/04	2	50	2,873.09
	GS-0301-14/07	1	32	2,005.94
	GS-0301-14/08	1	40	2,577.06
	GS-0301-15/01	1	40	2,457.90
	GS-0301-15/04	1	40	2,703.71
	GS-0301-15/05	1	40	2,785.63
	GS-0340-15/08	1	32	2,384.28
	GS-0343-12/01	2	8	297.4
	GS-0343-13/01	1	20	884.13
	GS-0343-13/02	1	20	913.6
	GS-0343-13/03	1	10	471.53
	GS-0501-09/05	2	24	697.24
	GS-0501-11/07	1	8	297.74
	GS-0501-12/04	1	12	490.71
	GS-0560-13/01	1	8	353.65
	GS-0810-12/01	1	8	297.4
	GS-0905-14/01	1	20	1,044.77
	GS-1035-13/05	1	40	2,004.01
	GS-1101-12/02	1	40	1,536.58
	GS-1101-13/01	1	30	1,326.20
	GS-1101-13/05	1	30	1,503.00
	GS-1101-14/05	1	40	2,368.13
	GS-2210-12/01	1	8	297.4
Region Two Total		41	1,076.00	54,382.80

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
Response & Recovery	GS-0301-07/01	1	18	364.05
	GS-0301-15/03	1	18	1,138.55
	GS-0301-15/10	1	40	2,980.35
	GS-0343-12/01	1	16	574.01
	GS-0343-14/01	2	72	3,629.70
	GS-0343-15/04	1	32	2,087.34
	GS-0343-15/10	1	32	2,384.28
Response & Recovery Total		8	228	13,158.28
RR - FCO	GS-0301-09/03	1	24	633.29
	GS-0301-09/04	1	8	217.69
	GS-0301-13/04	1	18	844.68
	GS-0301-15/02	3	54	3,273.58
	GS-0301-15/03	14	238	14,656.94
	GS-0301-15/04	22	426	27,246.60
	GS-0301-15/05	11	200	13,382.19
	GS-0301-15/06	6	108	7,718.75
	GS-0301-15/07	12	226	15,667.97
	GS-0301-15/09	3	54	3,723.50
	GS-0303-07/03	2	16	345.18
	GS-0303-07/05	1	8	183.38
RR - FCO Total		77	1,380.00	87,893.75
RR - Logistics Dir	GS-0301-11/01	3	39	1,167.32
	GS-0301-11/02	1	18	556.71
	GS-0301-11/03	1	16	469.43
	GS-0301-11/06	2	34	1,187.24
	GS-0301-12/10	2	36	1,678.96
	GS-0301-14/06	1	8	470.51
	GS-0301-15/05	2	32	2,150.59
	GS-0301-15/07	1	40	2,846.38
	GS-0303-07/07	3	52	1,262.07
	GS-0340-15/07	1	32	2,277.11
	GS-0342-12/01	2	36	1,291.52
	GS-0342-12/03	1	16	612.28
	GS-0343-09/01	1	16	395.82
	GS-0343-11/04	1	18	592.63
	GS-0343-12/01	3	34	1,219.76
	GS-0343-12/02	1	18	667.29
	GS-0343-12/03	4	53	2,028.17
	GS-0343-13/01	2	24	1,023.86
	GS-0343-13/02	3	44	1,939.64
	GS-0343-13/03	1	8	364.04
	GS-0343-13/04	6	77	3,613.35
	GS-0343-13/07	3	34	1,740.55
	GS-0343-13/08	1	8	420.92
	GS-0343-13/10	1	8	443.67
	GS-0343-14/03	1	18	967.91
	GS-0343-14/04	1	18	998.16
	GS-0343-14/05	2	24	1,371.21
	GS-0346-13/01	1	18	767.89
	GS-0346-13/04	1	16	661.5
	GS-0346-13/05	1	8	386.79
	GS-0346-13/06	1	16	764.73

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0346-14/03	1	8	430.18
	GS-0346-14/07	1	32	1,935.81
	GS-0346-14/10	1	8	524.28
	GS-0346-15/05	1	8	537.65
	GS-0560-14/03	1	18	967.91
	GS-1102-14/01	2	32	1,613.20
	GS-1910-13/04	1	18	844.68
	GS-1910-14/04	1	18	998.16
	GS-2003-12/02	1	8	296.57
	GS-2003-12/03	1	8	306.14
	GS-2003-12/04	1	8	315.7
	GS-2003-12/05	3	34	1,382.40
	GS-2003-13/03	1	8	364.04
	GS-2003-14/03	1	8	430.18
	GS-2003-14/04	1	18	998.16
	GS-2003-14/07	1	18	1,088.89
	GS-2010-09/03	1	16	388.01
	GS-2010-09/04	2	36	979.62
	GS-2010-09/06	1	4	115.44
	GS-2010-11/02	1	18	556.71
	GS-2010-11/10	1	18	700.37
	GS-2010-12/03	1	18	688.81
	GS-2010-12/05	1	18	731.86
	GS-2010-13/02	1	18	793.49
	GS-2030-14/09	1	8	510.83
	GS-2101-12/01	1	8	287
	GS-2101-14/01	2	26	1,310.73
	WG-6907-06/02	2	32	669.44
	WG-6907-06/03	1	16	347.84
	WG-6907-06/05	2	32	749.44
RR - Logistics Dir Total		92	1,339.00	58,201.57
RR - Recovery Dir	CO-0301-11/02	7	68	2,043.06
	CO-0301-11/04	4	44	1,407.26
	CO-0301-11/07	1	12	418.68
	GS-0301-07/02	1	4	83.6
	GS-0301-07/04	3	54	1,201.38
	GS-0301-07/10	2	27	709.93
	GS-0301-09/01	14	131	3,240.79
	GS-0301-09/02	11	102	2,595.73
	GS-0301-09/03	10	122	3,165.00
	GS-0301-09/04	71	768	20,789.65
	GS-0301-09/05	27	292	8,148.07
	GS-0301-09/06	29	298	8,554.18
	GS-0301-09/07	6	72	2,110.18
	GS-0301-09/10	4	84	2,701.29
	GS-0301-11/01	8	113	3,354.87
	GS-0301-11/02	30	412	12,458.06
	GS-0301-11/03	28	370	11,524.38
	GS-0301-11/04	17	276	8,919.54
	GS-0301-11/05	5	82	2,735.02
	GS-0301-11/07	8	125	4,407.45
	GS-0301-11/08	1	16	573.75
	GS-0301-11/09	2	32	1,178.52

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-12/01	3	56	2,009.03
	GS-0301-12/02	5	49	1,808.02
	GS-0301-12/03	3	36	1,377.63
	GS-0301-12/04	10	124	4,866.34
	GS-0301-12/05	4	40	1,626.36
	GS-0301-12/06	1	18	753.38
	GS-0301-12/10	2	13	606.29
	GS-0301-13/01	1	16	682.57
	GS-0301-13/02	3	66	2,886.80
	GS-0301-13/04	6	35	1,623.67
	GS-0301-13/05	3	52	2,514.14
	GS-0301-13/06	1	4	193.39
	GS-0301-13/07	1	9	460.73
	GS-0301-13/08	1	24	1,262.75
	GS-0301-14/01	1	12	604.95
	GS-0301-14/02	2	33	1,719.05
	GS-0301-14/03	3	40	2,150.91
	GS-0301-14/04	4	34	1,885.41
	GS-0301-14/05	5	74	4,144.68
	GS-0301-14/06	2	22	1,256.92
	GS-0301-14/10	2	22	1,400.56
	GS-0301-15/04	1	40	2,609.18
	GS-0303-05/02	1	18	303.68
	GS-0303-05/03	1	18	313.48
	GS-0303-06/01	1	18	327.6
	GS-0303-06/02	2	36	677.04
	GS-0303-06/03	1	4	77.65
	GS-0303-06/04	1	4	80.08
	GS-0303-06/07	1	18	393.1
	GS-0303-06/09	2	36	829.86
	GS-0303-07/01	3	45	910.12
	GS-0303-07/02	2	36	752.36
	GS-0303-07/03	1	18	377.22
	GS-0303-07/04	4	72	1,590.39
	GS-0303-07/05	1	4	91.69
	GS-0303-07/06	2	36	849.48
	GS-0303-07/07	3	54	1,285.65
	GS-0303-07/08	4	70	1,733.35
	GS-0303-07/09	1	8	204.96
	GS-0303-07/10	1	18	459.76
	GS-0303-08/06	1	9	235.17
	GS-0304-14/04	1	32	1,774.51
	GS-0340-12/04	1	18	710.33
	GS-0340-12/07	1	18	774.91
	GS-0340-14/02	1	4	208.37
	GS-0340-14/03	1	4	215.09
	GS-0340-14/04	1	4	221.81
	GS-0340-14/10	1	4	262.14
	GS-0340-15/04	2	8	514.38
	GS-0340-15/09	1	18	1,341.16
	GS-0341-14/01	1	18	881.49
	GS-0341-14/03	1	4	215.09
	GS-0341-14/07	1	4	241.98

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0342-12/03	1	4	148.69
	GS-0342-12/04	2	22	868.18
	GS-0343-11/01	6	52	1,511.95
	GS-0343-11/02	5	76	2,283.42
	GS-0343-11/03	6	84	2,605.16
	GS-0343-11/04	6	38	1,232.28
	GS-0343-11/05	5	42	1,383.99
	GS-0343-11/07	3	32	1,116.48
	GS-0343-12/01	1	4	143.5
	GS-0343-12/02	7	110	4,077.88
	GS-0343-12/03	4	60	2,269.79
	GS-0343-12/04	6	110	4,304.82
	GS-0343-12/05	1	18	710.94
	GS-0343-12/10	3	52	2,355.86
	GS-0343-13/01	5	92	3,924.79
	GS-0343-13/02	3	60	2,644.97
	GS-0343-13/03	3	31	1,410.66
	GS-0343-13/04	2	36	1,665.22
	GS-0343-13/05	1	18	845.4
	GS-0343-13/08	1	4	210.46
	GS-0343-14/04	2	22	1,219.97
	GS-0343-14/05	1	4	228.53
	GS-0343-14/06	1	8	470.51
	GS-0343-14/09	1	18	1,116.53
	GS-0343-14/10	1	18	1,179.63
	GS-0343-15/03	1	40	2,530.12
	GS-0343-15/04	1	40	2,609.18
	GS-0344-09/02	1	18	460.13
	GS-0344-09/03	2	36	949.94
	GS-0344-09/04	1	18	489.81
	GS-0501-11/01	2	22	643.09
	GS-0501-11/03	3	40	1,240.56
	GS-0501-11/04	1	4	131.7
	GS-0501-11/09	1	4	151.65
	GS-0501-12/04	1	4	157.85
	GS-0501-12/06	3	26	1,061.90
	GS-0503-07/02	1	18	365.43
	GS-0503-07/06	1	18	412.59
	GS-0503-07/08	1	18	436.18
	GS-0810-15/06	1	18	1,245.29
	GS-1712-11/03	2	32	992.44
	GS-1712-11/04	1	16	511.73
	GS-1712-11/07	2	32	1,116.48
	GS-1712-11/08	1	16	573.75
	GS-1712-13/02	1	16	705.33
	GS-2005-06/02	1	8	146.15
	GS-2210-12/04	1	18	710.33
	GS-2210-13/04	1	18	844.68
RR - Recovery Dir		507	6,476.00	218,032.97
Total				
RR - Response Dir	GS-0080-12/06	1	16	672.8
	GS-0203-07/07	1	18	436.87
	GS-0301-09/01	2	40	991.4
	GS-0301-09/02	1	16	409.01

FEMA Time-Off Awards FY 2011				
Organization	PP-Series-Grade	Employee Count	Total Hours	Award Amt
	GS-0301-09/03	2	32	844.38
	GS-0301-09/04	5	80	2,176.95
	GS-0301-11/01	1	16	478.9
	GS-0301-11/03	1	16	510.82
	GS-0301-11/05	1	16	542.74
	GS-0301-11/06	1	16	558.7
	GS-0301-12/01	6	106	3,777.67
	GS-0301-12/02	2	40	1,471.34
	GS-0301-12/03	3	56	2,119.20
	GS-0301-12/04	4	64	2,513.38
	GS-0301-12/05	1	16	650.54
	GS-0301-12/06	6	92	3,786.43
	GS-0301-12/07	1	8	344.4
	GS-0301-12/08	1	16	698.25
	GS-0301-12/10	3	48	2,195.16
	GS-0301-13/03	1	16	728.08
	GS-0301-14/01	2	48	2,419.80
	GS-0301-14/05	1	40	2,285.35
	GS-0301-15/10	2	38	2,831.34
	GS-0318-07/10	1	18	466.81
	GS-0340-13/05	1	16	773.58
	GS-0343-11/02	1	24	742.29
	GS-0343-12/03	2	32	1,224.56
	GS-0343-13/02	1	18	793.49
	GS-0343-13/08	1	18	947.07
	GS-0343-14/05	1	24	1,371.21
	GS-0343-15/04	1	40	2,609.18
	GS-0343-15/07	1	27	1,921.31
	GS-0343-15/10	1	16	1,192.14
	GS-0344-07/05	1	16	366.75
	GS-0346-11/06	1	18	619.94
	GS-0346-12/01	1	16	574.01
	GS-0391-11/01	1	18	531.39
	GS-0391-12/01	2	36	1,273.86
	GS-0391-12/03	1	18	679.39
	GS-0391-12/04	4	56	2,182.91
	GS-0391-12/05	2	36	1,443.68
	GS-0391-12/06	4	68	2,807.16
	GS-0391-12/07	1	18	764.3
	GS-0391-12/10	7	112	5,134.85
	GS-0391-13/03	1	16	731.48
	GS-0391-13/04	1	18	833.12
	GS-0391-13/10	1	8	435.06
	GS-0391-14/05	1	18	1,014.33
	GS-0391-14/09	1	16	1,026.45
	GS-0856-12/02	1	18	658.15
	GS-0856-12/04	2	34	1,323.38
	GS-0856-12/10	4	70	3,215.69
	GS-2210-11/06	1	8	273.93
	GS-2210-12/06	1	18	743.07
	GS-2210-12/07	2	32	1,266.04
	GS-2210-12/08	1	16	694.2
	GS-2210-12/09	4	70	3,137.40
	WG-4742-11/03	1	18	490.5
	WG-5407-12/03	2	36	1,022.04
	WG-5407-12/04	1	18	530.64
	WG-5823-12/03	2	36	1,022.04
RR - Response Dir		112	1,949.00	80,280.91
Total				
FEMA Time-Off Awards FY 2011 Grand		3,476	58,551.00	2,444,125.12

PART A - NONCOMPETITIVE AWARDS EXCLUDING PAD LEASES

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
1	Pivotal Utility Holdings, Inc.	NEW YORK SEVERE STORMS, TORNADOES, AND STRAIGHT-LINE WINDS Utility services - Utility gas service for Edison Warehouse	TAS 70-0700	\$10,000	\$10,000	1/3/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
2	PUERTO RICO AQUEDUCT & SEWER AUTHORITY	DRS-FM-NON-GSA RENT: LEASES UTILITY/WATER SERVICES TO MAUNABO WAREHOUSE, PR - Utilities for DR	TAS 70-0700	\$4,000	\$4,000	1/10/2011	3/18/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
3	KWIK SPACE GUAM INC	DRF-DC GUAM STORAGE CONTAINERS IN GUAM - Individual Response Resources and generators.	TAS 70-0700	\$49,980	\$50,000	1/11/2011	9/24/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
4	EL PASO ELECTRIC COMPANY	NEW MEXICO SEVERE STORMS AND FLOODING 60 day extension of electric service and extend POP to 3/31/ - 60 day extension of Electric services required to operate	TAS 70-0700	\$860	\$23,737	1/12/2011	3/31/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
5	AST TELECOM LLC	AMERICAN SAMOA EARTHQUAKE, TSU NAMI, AND FLOODING Cell phones - Dr-1859	TAS 70-0700	\$800	\$42,400	1/19/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
6	MINGO COUNTY PSD	WEST VIRGINIA SEVERE STORMS, FLOODING, MUDSLIDES, AND LANDSLIDES Water Utility Services for FEMA temporary housing units for - This is a Follow-On Order to HSFE03-09-U-6117 for Water	TAS 70-0700	\$40,000	\$82,182	1/24/2011	7/23/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
7	Towers Rentals	ILLINOIS SEVERE STORMS AND FLOODING Video Equipment Rental	TAS 70-0700	\$648	\$648	1/24/2011	2/1/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
8	LONE OAK HOSPITALITY	NEW MEXICO SEVERE STORMS AND FLOODING Approved hotel room for personnel attending the FEMA RISC - Lodging for Tribal	TAS 70-0700	\$231	\$308	1/24/2011	1/27/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
9	WAVERLY MANAGEMENT INC	PENNSYLVANIA SEVERE WINTER STORMS AND SNOWSTORMS This purchase orders is to cover heat pump overages and Misc	TAS 70-0700	\$7,000	\$25,825	1/25/2011	1/9/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
10	LOIS ROBINSON & ASSOCIATES, INC.	MISSISSIPPI HURRICANE KATRINA Hard copy and electric copy of the transcript for EEOC - Transcript deposition for EEOC hearing held on 1/13/11.	TAS 70-0700	\$1,000	\$712	1/26/2011	2/26/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
11	LONE OAK HOSPITALITY	NEW MEXICO SEVERE STORMS AND FLOODING Approved hotel room for personnel attending the FEMA RISC meeting - Lodging for Tribal member	TAS 70-0700	\$77	\$308	1/27/2011	1/27/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
12	Next Level Sales & Marketing	DRF-SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/MOBILIZATION -- Infant and Toddler Shelter Home	TAS 70-0700	\$22,802	\$22,802	2/1/2011	2/14/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
13	PBM PRODUCTS, LLC	DRF-SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/ MOBILIZATION - Provide life saving/life sustaining infant/toddler	TAS 70-0700	\$41,285	\$41,285	2/1/2011	2/14/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

If	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
14	MORGAN SANITATION & RECYCLING CORP	WEST VIRGINIA SEVERE STORMS, FLOODING, MUDSLIDES, AND LANDSLIDES Modification to extend waste removal contract - Waste removal contract for Lizzard Creek MHP.	TAS 70-0700	\$2,960	\$21,620	2/2/2011	6/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
15	ATMOS ENERGY CORPORATION	LOUISIANA HURRICANE KATRINA FUNDS FOR CLOSE-OUT. - Utilities - gas	TAS 70-0700	\$60	\$1,191	2/2/2011	2/17/2011	NOT AVAILABLE FOR COMPETITION MICRO PURCHASE THRESHOLD
16	ALLIANCE MANAGEMENT CORPORATION	Parking cards - Dr-1952ca	TAS 70-0700	\$3,500	\$14,455	2/2/2011	4/30/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
17	FREEDOM COURT REPORTING, INC.	ALABAMA HURRICANE KATRINA Copies of depositions - BOC 2585 - EEO contracts	TAS 70-0700	\$701	\$701	2/2/2011	2/2/2011	NOT AVAILABLE FOR COMPETITION MICRO PURCHASE THRESHOLD
18	ALLIANCE MANAGEMENT CORPORATION	Utilities - Dr-1952ca	TAS 70-0700	\$5,000	\$5,000	2/4/2011	4/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 43.2
19	NORMAN WOLGIN WAVERLY & MANAGEMENT	PENNSYLVANIA SEVERE WINTER STORMS AND SNOWSTORMS - Rental of storage space on the 7th floor for the FEMA	TAS 70-0700	\$3,000	\$3,000	2/8/2011	2/7/2012	NOT COMPETED - MICRO PURCHASE THRESHOLD
20	AMERICAN SAMOAN GOVERNMENT	AMERICAN SAMOA EARTHQUAKE, TSU NAMI, AND FLOODING Security guard services - Dr-1859 as	TAS 70-0700	\$80,640	\$218,800	2/10/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
21	SAMOA MARKETING INC	AMERICAN SAMOA EARTHQUAKE, TSU NAMI, AND FLOODING Copier rental and maintenance agreement. - Add Funding for Copier Contract at the JFO	TAS 70-0700	\$11,400	\$25,500	2/11/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
22	CINTAS DOCUMENT MANAGEMENT INC	LOUISIANA HURRICANE GUSTAV - Funding for safety supplies to be used by the Fraud Unit	TAS 70-0700	\$2,915	\$2,915	2/14/2011	9/28/2011	FOLLOW ON TO COMPETED ACTION - FOLLOW-ON CONTRACT
23	ROPER SUPPLY CO	MISSISSIPPI HURRICANE KATRINA Purchase of uniform clothing for MSRO Security Officers	TAS 70-0700	\$1,117	\$1,117	2/16/2011	2/18/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
24	SOUTHWEST ARKANSAS WATER SYSTEM, INC.	DRF-EMERGENCY HOUSING UNITS - HOPE BULK WATER-Exercise of Option 1 for a period of 4 months. - Water utility contract for Hope Staging site	TAS 70-0700	\$1,600	\$3,302	2/18/2011	4/14/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
25	FIRE PROTECTION SERVICE CORPORATION	Install keypad/maglock and cameral with monitoring - Alarm System for 1955UT	TAS 70-0700	\$3,861	\$3,861	2/22/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
26	DIGITAL SYSTEMS GROUP, INC	DRS-OCFO-OCFO DRS ACTIVITIES Exercise option period one.	TAS 70-0700	\$245,086	\$673,548	2/23/2011	3/10/2012	NON-COMPETITIVE DELIVERY ORDER - AUTHORIZED BY STATUTE
27	ALPHAPOINTE ASSOCIATION FOR THE BLIND	MISSOURI SEVERE WINTER STORM Modification to increase funding, BOC 2615	TAS 70-0700	\$12,370	\$12,370	2/23/2011	2/28/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
28	CHENEGA FEDERAL SYSTEMS, LLC	DRF-TRAINING EMERGENCY INITIATED AND/OR SPONSORED The purpose of this bilateral modification to the above numb - Technical assistance	TAS 70-0700	\$24,100	\$787,767	2/28/2011	3/31/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE
29	WEST BLOOMINGTON BUSINESS CENTER LLC	MINNESOTA SEVERE STORMS AND FLOODING CONFERENCE SPACE FOR SALEM JFD - Conference room for use as office space	TAS 70-0700	\$500	\$390	2/28/2011	3/31/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD
30	SALEM HOTEL GROUP, LLC	Telecom Services-Wireline - IDIQ contract for FEMA wireline telecommunication	TAS 70-0700	\$10,000	\$15,000	2/28/2011	4/29/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE

#	Contractor	Purpose	Appropriation Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
31	CHENEGA FEDERAL SYSTEMS, LLC	DRF-TRAINING EMI INITIATED AND/OR SPONSORED Mail Operations support for the FEMA Individual and Household - Mail Operations	TAS 70-0700	\$6,462	\$126,892	2/28/2011	3/31/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE
32	ALLIANCE MANAGEMENT CORPORATION	Public notices for DR1954NJ	TAS 70-0700	\$350	\$14,455	3/2/2011	4/30/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
33	PACIFIC OFFICE AUTOMATION, INC.	GIS software - Centrus address coding \$169,674.93	TAS 70-0700	\$2,000	\$3,000	3/2/2011	5/2/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
34	Courtyard by Marriott	Telecom Services- Wireline - IDIQ contract for FEMA wireline telecommunication	TAS 70-0700	\$2,400	\$4,000	3/3/2011	5/27/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD
35	ZARICK, LLC	IOWA SEVERE STORMS, TORNADOES, AND FLOODING Security Operation Center-Option Year One - Contractor Support Services	TAS 70-0700	\$333	\$333	3/7/2011	9/28/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
36	9TH CAVALRY AND 25TH INFANTRY BUFFALO SOLDIERS OF LOUISIANA	LOUISIANA HURRICANE KATRINA EEO investigation under case no. HS-10-FEMA-00165 - Funding for investigation of discrimination case	TAS 70-0700	\$1,000	\$1,000	3/7/2011	3/15/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD
37	CINTAS DOCUMENT MANAGEMENT INC	BMC remedy software - Remedy Software License Renewal FY11	TAS 70-0700	\$280	\$280	3/8/2011	6/30/2011	FOLLOW ON TO COMPETED ACTION - FOLLOW-ON CONTRACT
38	LOUISIANA INDUSTRIES FOR THE DISABLED, INC.	LOUISIANA HURRICANE KATRINA Haul and Permanent Installation Manufactured Housing Units	TAS 70-0700	\$118,539	\$484,403	3/9/2011	8/31/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
39	Courtyard by Marriott	Funding Clins for NEW option period - OBLIGATE CLIN 0032 equipment	TAS 70-0700	\$200	\$4,000	3/10/2011	5/27/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD

#	Contractor	Purpose	Appropriation Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
40	BATON ROUGE COURT REPORTERS, LLC	LOUISIANA HURRICANE KATRINA Dumpster service - for DC-DISC Winchester	TAS 70-0700	\$1,032	\$1,032	3/10/2011	3/10/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
41	ALLIANCE MANAGEMENT CORPORATION	Engineering support for HMTAP - with URS	TAS 70-0700	\$9,660	\$14,455	3/14/2011	5/31/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
42	AMERICAN BAR ASSOCIATION	DRF DAD TEXAS IA NPSC-DENTON, TX Copier lease - One year service plan for copier @ Enduring Site Selma AL	TAS 70-0700	\$66,174	\$63,008	3/14/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
43	ICF INCORPORATED, L.L.C.	DRF DAD PA-TAC III MANAGEMENT AND ADMIN COSTS The purpose of this bilateral modification is to extend the - 1603-	TAS 70-0700	\$127,710	\$255,420	3/14/2011	3/15/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
44	ON-SITE SANITATION, INC.	DRF SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/MOBILIZATION The purpose of this bilateral modification to the above numb - Pa course revisions and development	TAS 70-0700	\$1,110	\$1,619	3/14/2011	5/13/2011	NOT AVAILABLE FOR COMPETITION MICRO PURCHASE THRESHOLD
45	BAY AREA SECURITY SHRED	ILLINOIS SEVERE STORMS AND FLOODING The purpose of this modification is to partially fund CLIN 0 - Housing Inspection Services nationwide contract -- CLIN	TAS 70-0700	\$630	\$630	3/15/2011	9/28/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
46	SHAW GROUP INC., THE	DRF DAD PA-TAC III MANAGEMENT AND ADMIN COSTS - Add on value in use appraisal	TAS 70-0700	\$127,710	\$127,710	3/15/2011	3/17/2011	NOT COMPETED - BRAND NAME DESCRIPTION
47	PACER SERVICE CENTER	LOUISIANA HURRICANE KATRINA - Maintenance and deactivation of MS temporary housing units	TAS 70-0700	\$300	\$300	3/16/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
48	Cuandet Road Mobile Home Park	MISSISSIPPI HURRICANE KATRINA Extend period of performance to 8/10/2011 - 2mos FEMA Helpdesk Contractor Support \$759k	TAS 70-0700	\$137	\$631,986	3/17/2011	8/10/2011	NOT COMPETED - URGENCY
49	LAKE CHARLES ELECTRIC COMPANY	LOUISIANA HURRICANE RITA Printer Cartridges - RRCC printer supplies	TAS 70-0700	\$1,442	\$1,442	3/21/2011	5/21/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
50	ALASKA CENTRAL EXPRESS, INC.	DRF-SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/MOBILIZATION BPA issued to wo/seb for archaeological and architectural and related hp archaeological survey requirements	TAS 70-0700	\$8,750	\$8,750	3/22/2011	3/22/2011	NOT COMPETED - URGENCY
51	ALASKA AIRLINES, INC	DRF-SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/MOBILIZATION Oracle licenses	TAS 70-0700	\$5,000	\$5,000	3/24/2011	5/18/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
52	ALASKA CENTRAL EXPRESS	DRF-SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/MOBILIZATION Telecom Services - IDIQ contract for FEMA wireless telecommunication	TAS 70-0700	\$5,000	\$5,000	3/24/2011	5/18/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
53	J L WEBER CONTRACTING, INC	DRF-SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/MOBILIZATION Patch link licenses - Patchlink software	TAS 70-0700	\$11,060	\$11,060	3/25/2011	4/11/2011	NOT COMPETED - URGENCY
54	American Samoa Government/TE MCO	AMERICAN SAMOA EARTHQUAKE, TSU NAMI, AND FLOODING Domestic express mail services for disaster JFO for fy11 - UPS domestic express services for the state of ma - 4031xy	TAS 70-0700	\$9,692	\$509,692	3/28/2011	4/12/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	FY11 Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
55	MOREL'S GULF COAST PARK IN CAMPGROUND	LOUISIANA HURRICANE KATRINA Shipping services - Funding to support shipping services	TAS 70-0700	\$20,850	\$104,552	3/28/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
56	MYRTLE GROVE PROPERTIES INC	LOUISIANA HURRICANE KATRINA The purpose of this FSS order is to provide domestic express - Domestic and ground delivery service	TAS 70-0700	\$3,900	\$230,881	3/28/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
57	SANDRA WALLER	LOUISIANA HURRICANE KATRINA The purpose of this modification is to increase funding. - Copier po for dr-4044	TAS 70-0700	\$3,000	\$16,130	3/28/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
58	JPG LLC, HOBART PARDUE, MANAGING PARTNER	LOUISIANA HURRICANE KATRINA The purpose of this purchase order is to provide funding for - Copier lease dr-1960-il	TAS 70-0700	\$4,500	\$91,125	3/28/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
59	TAMMANY MOBILE HOME PARK LLC	LOUISIANA HURRICANE KATRINA MAINTENANCE AND REPAIR OF MISSION ASSIGNMENT OFFICE UNITS LO - Maintenance of trailer located at 2828 Gentilly Blvd.,	TAS 70-0700	\$18,000	\$135,011	3/29/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
60	COUNTRY VIEW MOBILE HOME PARK	LOUISIANA HURRICANE KATRINA Support Services - Workforce Support - Extension and change COTR	TAS 70-0700	\$3,600	\$24,600	3/29/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
61	BELLE PLACE ESTATES LLC	LOUISIANA HURRICANE KATRINA PHONES - IT equipment for the Lynnwood NCC expansion	TAS 70-0700	\$9,000	\$140,850	3/30/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT

#	Contractor	Purpose	Appropriation Account#	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
62	CLEARVIEW MOBILE HOME PARK LLC	LOUISIANA HURRICANE KATRINA IT EQUIPMENT CATALYST 6500 - IT equipment for the Lynnwood NCC	TAS 70-0700	\$360	\$38,880	3/30/2011	4/18/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
63	OAKVIEW MOBILE HOME ESTATES	LOUISIANA HURRICANE KATRINA The purpose of this purchase order is to lease mounds suite - Conference room for iof	TAS 70-0700	\$2,850	\$15,343	3/30/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
64	INTERNATIONAL SOS ASSISTANCE, INC.	AMERICAN SAMOA EARTHQUAKE, TSU NAMI, AND FLOODING - NETC computer Laboratories & classroom it support	TAS 70-0700	\$8,103	\$8,103	3/31/2011	3/30/2012	NOT COMPETED - ONLY ONE SOURCE - OTHER
65	GOING WEST MOBILE HOME PARK, L.L.C.	LOUISIANA HURRICANE KATRINA Express disaster shipping service - Shipping service for the regional annex & IGO	TAS 70-0700	\$1,440	\$12,672	3/31/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
66	ABBEVILLE COUNTRY ESTATES, LLC	LOUISIANA HURRICANE GUSTAV Rental of vehicles - Leasing of compact cars to support CAD disaster operations	TAS 70-0700	\$21,000	\$164,538	3/31/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
67	BREAUX GROUP LLC	LOUISIANA HURRICANE GUSTAV The purpose of this purchase order is to provide document de - Shredding service dr-1960-II	TAS 70-0700	\$4,500	\$86,472	3/31/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
68	SCHEXNAYDER PROPERTIES, L.L.C.	LOUISIANA HURRICANE GUSTAV UPS service - Provide domestic express, ground pick-up and delivery	TAS 70-0700	\$7,200	\$179,100	3/31/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
69	TIGER TRUST	ALASKA FLOODING AND ICE JAMS - WAREHOUSE RACKS AND SECURITY FENCING FOR BIA WAREHOUSE	TAS 70-0700	\$14,700	\$14,700	4/1/2011	5/31/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Unit	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
70	DIAMOND REPORTING, INC.	LOUISIANA HURRICANE KATRINA - COURT REPORTING SERVICES	TAS 70-0700	\$2,210	\$932	4/4/2011	4/15/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD
71	MARK CAULEY dba RIVER OAKS MOBILE HOME PARK	MISSISSIPPI HURRICANE KATRINA - ADD FUNDS FOR THE PERIOD OF 11-1-2009 TO 03-31-2011	TAS 70-0700	\$5,525	\$311,377	3/16/2011	3/31/2011	NOT COMPETED - URGENCY
72	SALEM HOTEL GROUP, LLC	OREGON SEVERE WINTER STORM, FLOODING, MUDSLIDES, LANDSLID - CONFERENCE ROOM FOR USE AS OFFICE SPACE	TAS 70-0700	\$5,000	\$15,000	4/7/2011	4/29/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
73	MILITARY DEPARTMENT, WASHINGTON	WASHINGTON SEVERE WINTER STORM, FLOODING, LANDSLIDES, AND MUD - RENTAL OF BUILDING 91 ON CAMP MURRAY, WA FOR IFO USE	TAS 70-0700	\$4,000	\$4,000	4/7/2011	6/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
74	LGK Sales and Marketing, Inc	DRS-DW-DISASTER WORKFRCE TRANSFORMATN/ CREDENTIALNG - PURCHASE 350 SHIRTS W/DHS-FCMA LOGO	TAS 70-0700	\$5,356	\$5,356	4/8/2011	4/8/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
75	ADVANTAGED SOLUTIONS, INC.	DRF DAD TEXAS NPSC-DENTON, TX STANDARD HUB SERVER / STANDARD DATA CENTER PLATFORM SERVER /	TAS 70-0700	\$501	\$319,391	4/8/2011	9/29/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
76	FRONT ROWE, INC	DRS-DISASTER FOIA PROCESSING FOIA CONTRACTOR - POP EXTENSION	TAS 70-0700	\$233,277	\$3,733,226	4/8/2011	6/28/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
77	PACER SERVICE CENTER	LOUISIANA HURRICANE KATRINA - PACER CONTRACT TO VIEW FEDERAL LITIGATION DOCUMENTS ON-LINE	TAS 70-0700	\$779	\$167	4/12/2011	10/1/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
78	RAPISCAN SECURITY PRODUCTS, INC.	DRF DAD TEXAS NPSC-DENTON, TX RAPISCAN X-RAY MACHINE GOLD SERVICE MAINTENANCE AGREEMENT	TAS 70-0700	\$3,997	\$19,986	4/13/2011	4/28/2011	NON-COMPETITIVE DELIVERY ORDER - ONLY ONE SOURCE - OTHER
79	ALLIANCE MANAGEMENT CORPORATION	LOUISIANA HURRICANE RITA - IA BOC 2592 PARKING CARDS FOR USE OF FEMA PASADENA	TAS 70-0700	\$5,000	\$14,455	4/14/2011	5/31/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
80	NOVAK ENTERPRISES, INC.	SOUTH DAKOTA SEVERE WINTER STORM - SHREDDING SERVICES 1887-SD	TAS 70-0700	\$406	\$1,406	4/15/2011	5/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
81	PUGET SOUND ENERGY, INC.	WASHINGTON SEVERE WINTER STORM, LANDSLIDES, AND MUDSLIDES - PROVIDE GAS AND ELECTRICITY TO THE REGIONAL	TAS 70-0700	\$4,550	\$19,550	4/18/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
82	Integrity Office Equipment	HAWAII TSUNAMI WAVES - THIS CONTRACT IS FOR ONE MONTH WITH AN OPTION	TAS 70-0700	\$1,890	\$1,890	4/20/2011	6/19/2011	NOT COMPETED - URGENCY
83	ENTERGY GULF STATES LOUISIANA, L.L.C.	LOUISIANA HURRICANE KATRINA - UTILITY SERVICE FOR LA-TRO SHERWOOD SITE	TAS 70-0700	\$25,500	\$176,000	4/21/2011	10/31/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
84	SRS INC	LOUISIANA HURRICANE KATRINA - COOP SITE	TAS 70-0700	\$390,332	\$405,282	4/22/2011	6/1/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
85	METRO MAIL SERVICES, INC.	DRS-FM-CENTRALLY MANAGED POSTAGE - METRO MAIL SERVICES \$200,000	TAS 70-0700	\$142,979	\$200,792	4/27/2011	9/23/2016	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
86	P/STRADA, L.L.C.	LISTED UNDER MULTIPLE PROGRAM CODES - DESIGN LAYOUT, PURCHASE AND INSTALL FURNITURE.	TAS 70-0700	\$162,298	\$162,298	4/28/2011	6/15/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
87	FRONT ROWE, INC	DRS-DISASTER FOIA PROCESSING CONTRACTOR -- FIRST MONTH OPTION	TAS 70-0700	\$241,390	\$3,974,616	4/28/2011	6/28/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
88	SOUTHERN COMMUNICATIONS SERVICES INC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - FUNDING FOR 50 SOUTHERNLINC PUSH TO TALK RADIO/CELL	TAS 70-0700	\$6,150	\$6,150	5/2/2011	7/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
89	CUTTER FORD, INC.	DRF-DC HAWAII - FUNDING FOR TRUCK REPAIR - \$2715.98	TAS 70-0700	\$2,716	\$2,716	5/2/2011	5/31/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD
90	LEE, COUNTY OF	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - PAYMENT FOR GUARD SERVICES	TAS 70-0700	\$224	\$224	5/3/2011	5/4/2011	NOT COMPETED - URGENCY
91	SHRED IT NEW ORLEANS INC	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - DR-1972-MS DOCUMENT SHREDDING SERVICE FOR CLINTON JFO	TAS 70-0700	\$3,570	\$4,275	5/4/2011	8/1/2011	NOT COMPETED - URGENCY
92	INNOVATIVE STAFFING SERVICES CORPORATION	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - TEMPORARY LABORERS FOR THE SETUP AND TEAR DOWN	TAS 70-0700	\$15,000	\$4,189	5/4/2011	5/10/2011	NOT COMPETED - URGENCY
93	CPR SAVERS & FIRST AID SUPPLY LLC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - CONSUMABLE MEDICAL SUPPLIES (200)	TAS 70-0700	\$44,354	\$44,354	5/4/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
94	UNITECH OF VICKSBURG INC	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - COPIER SERVICE TO SUPPORT DR 1972 AT THE CLINTON JFO	TAS 70-0700	\$30,000	\$37,395	5/5/2011	9/30/2011	NOT COMPETED - URGENCY

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
95	STAPLES, INC.	LISTED UNDER MULTIPLE PROGRAM CODES - STAPLES	TAS 70-0700	\$11,598	\$0	5/5/2011	5/10/2011	NOT COMPETED - URGENCY
96	MERCY MEDICAL EQUIPMENT COMPANY	LISTED UNDER MULTIPLE PROGRAM CODES - ORDER OF 5 DURABLE MEDICAL EQUIPMENT (DME) PUSH PACKAGES	TAS 70-0700	\$61,490	\$61,490	5/5/2011	5/31/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
97	F & S ENVIRONMENTAL LLC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - HAUL AND INSTALL UNIT AT PHIL CAMPBELL, AL - DR-1971 AL	TAS 70-0700	\$185,000	\$370,000	5/6/2011	5/5/2012	NOT COMPETED - URGENCY
98	F & S ENVIRONMENTAL LLC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - HAUL AND INSTALL UNIT AT GLENHAVEN, AL - DR-1971 AL	TAS 70-0700	\$185,000	\$370,000	5/7/2011	5/7/2012	NOT COMPETED - URGENCY
99	MADISON SERVICES, INC.	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - MOVE OFFICE UNIT FROM VERONA, MS TO MEMPHIS, MS	TAS 70-0700	\$29,155	\$25,000	5/9/2011	6/8/2011	NOT COMPETED - URGENCY
100	OREGONIAN PUBLISHING COMPANY LLC	OREGON TSUNAMI WAVE SURGE - DR-1964-OR PUBLIC NOTICE AND AD	TAS 70-0700	\$3,296	\$3,296	5/10/2011	6/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
101	LEE, COUNTY OF	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - DR-1972 REIMBURSEMENT TO LEE COUNTY AGRI-CENTER	TAS 70-0700	\$5,700	\$13,300	5/11/2011	7/31/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
102	RIVER PARISH DISPOSAL INC	LOUISIANA HURRICANE KATRINA - ADDITION OF FUNDING TO PAY OUTSTANDING INVOICES	TAS 70-0700	\$293,000	\$494,768	5/11/2011	5/11/2012	NOT COMPETED UNDER SAP - URGENCY

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
103	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED - PROGRAMMING AND MAINTENANCE SUPPORT FOR NETC	TAS 70-0700	\$56,043	\$117,659	5/11/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
104	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED - NETC COMPUTER LABORATORIES & CLASSROOM IT SUPPORT	TAS 70-0700	\$32,387	\$70,348	5/11/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
105	RESERVOIR STATIONERS INC	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - OFFICES SUPPLIES TO SUPPORT DR-1972	TAS 70-0700	\$41,947	\$41,947	5/12/2011	5/31/2011	NOT COMPETED - URGENCY
106	AMERICAN BAR ASSOCIATION	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - DISASTER LEGAL SERVICES FOR DR-1971-AL	TAS 70-0700	\$5,000	\$10,000	5/12/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
107	HEWLETT-PACKARD FEDERAL, LLC	LOUISIANA HURRICANE KATRINA - BOC 2515 PROLIANT FILE SERVER	TAS 70-0700	\$13,308	\$11,230	5/12/2011	6/15/2011	NOT COMPETED - BRAND NAME DESCRIPTION
108	PEOPLE OF POTENTIAL AND PURPOSE IN CHRIST, INC.	LOUISIANA HURRICANE KATRINA - SPEAKER FOR MARTIN LUTHER KING, JR. FEDERAL HOLIDAY -	TAS 70-0700	\$500	\$500	5/12/2011	5/30/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD
109	GOVCONNECT, INC	LISTED UNDER MULTIPLE PROGRAM CODES - BOC 2570 - LICENCES AND FEES FOR STREETS AND TRIPS 2011	TAS 70-0700	\$6,986	\$6,986	5/13/2011	6/11/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
110	CITY OF JACKSONVILLE	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED OFFICERS FOR DRC IN JACKSONVILLE, AR	TAS 70-0700	\$8,064	\$5,600	5/13/2011	6/3/2011	NOT COMPETED - URGENCY

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
111	AMERICAN BAR ASSOCIATION	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - MODIFICATION TO ADD FUNDS FOR DISASTER LEGAL SERVICES	TAS 70-0700	\$5,000	\$10,000	5/16/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
112	LINCOLN, COUNTY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - GUARD SERVICES FOR DRC IN STAR CITY	TAS 70-0700	\$2,520	\$4,200	5/16/2011	6/1/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
113	MANCHESTER, CITY OF	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - GUARD SERVICE AT DRC LOCATED AT 121 BERRY STREET	TAS 70-0700	\$86,400	\$86,400	5/17/2011	6/30/2011	NOT COMPETED - UNIQUE SOURCE
114	MARATHON ELECTRICAL CONTRACTORS, INC.	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - ELECTRICAL MODIFICATIONS AND ADDITIONS NECESSARY TO	TAS 70-0700	\$28,825	\$26,795	5/17/2011	8/5/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
115	COPY SYSTEMS, INC.	IOWA SEVERE STORMS, TORNADOES, AND STRAIGHT-LINE WINDS - COPY MACHINE RENTAL	TAS 70-0700	\$2,000	\$2,000	5/17/2011	8/30/2011	NOT COMPETED - URGENCY
116	GRAYBAR ELECTRIC COMPANY, INC.	LOUISIANA HURRICANE KATRINA - GRAYBAR ELECTRIC - CABLE TO PROVIDE NETWORK AND TELECOM	TAS 70-0700	\$7,638	\$7,638	5/17/2011	7/6/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
117	LAMAR, COUNTY OF	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - POLICE GUARDS FOR DRC IN BARNESVILLE, GA	TAS 70-0700	\$86,400	\$86,400	5/18/2011	6/27/2011	NOT COMPETED - UNIQUE SOURCE
118	AMERICAN BAR ASSOCIATION	TENNESSEE SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - YOUNG LAWYERS	TAS 70-0700	\$10,000	\$10,000	5/18/2011	5/18/2011	NOT COMPETED - UNIQUE SOURCE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
119	HOLLISTER, CITY OF	MISSOURI SEVERE STORMS, TORNADOES, AND FLOODING - PAY UTILITIES TO CITY FOR USE OF COMMUNITY CENTER AS A DRC	TAS 70-0700	\$1,200	\$250	5/18/2011	6/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
120	CRITICAL POWER SYSTEMS, INC	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - IT AND TELECOMMUNICATIONS EQUIPMENT	TAS 70-0700	\$2,100	\$2,100	5/18/2011	5/27/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
121	GRAYBAR ELECTRIC COMPANY, INC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - MATERIAL AND PARTS IN SUPPORT OF JFO & DRC DEVELOPMENT	TAS 70-0700	\$20,000	\$26,513	5/18/2011	6/1/2013	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
122	ENTERGY GULF STATES LOUISIANA, L.L.C.	LOUISIANA HURRICANE KATRINA - UTILITY SERVICE FOR LA-TRO SHERWOOD SITE	TAS 70-0700	\$25,000	\$176,000	5/18/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
123	TROUP, COUNTY OF	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - GUARD SERVICE AT DRC SVC @ 1220 LAFAYETTE PARKWAY, COLUMBIA, MISSISSIPPI	TAS 70-0700	\$86,400	\$86,400	5/19/2011	6/27/2011	NOT COMPETED - URGENCY
124	AMERICAN BAR ASSOCIATION	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - DISASTER LEGAL SERVICES FOR VICTIMS OF DR 1972	TAS 70-0700	\$5,000	\$0	5/19/2011	4/29/2012	NOT COMPETED - URGENCY
125	NEW LIGHT TECHNOLOGIES, INC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - GIS TECHNICAL SERVICES ARE REQUIRED SUPPORT DR-1971	TAS 70-0700	\$13,773	\$13,773	5/19/2011	8/3/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
126	NEW LIGHT TECHNOLOGIES, INC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - ASSESSMENT PRODUCTS - IMAGE PROCESSING	TAS 70-0700	\$66,070	\$66,070	5/19/2011	5/18/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
127	NEW LIGHT TECHNOLOGIES, INC	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - THE GIU SERVER IS A CORE PIECE OF THE ARCHITECTURE	TAS 70-0700	\$14,061	\$14,061	5/19/2011	8/4/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
128	NEW LIGHT TECHNOLOGIES, INC	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - GIS TECHNICAL SERVICES ARE REQUIRED TO STAND UP OF	TAS 70-0700	\$14,060	\$14,060	5/19/2011	8/11/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
129	RABUN, COUNTY OF	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - GUARD SERVICE AT 837 HWY 76 WEST, CLAYTON, GA 30526	TAS 70-0700	\$16,200	\$16,200	5/20/2011	5/21/2011	NOT COMPETED - URGENCY
130	AMERICA'S COLLECTIBLES NETWORK, INC.	TENNESSEE SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - REPLACE LIGHTS JFO DR 1074	TAS 70-0700	\$10,500	\$10,500	5/20/2011	5/20/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
131	MADISON, COUNTY OF	LISTED UNDER MULTIPLE PROGRAM CODES - UNIFORMED ARMED GUARD SERVICES IN SUPPORT OF HUNTSVILLE DRC	TAS 70-0700	\$1,725	\$2,125	5/20/2011	8/19/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
132	GRAYBAR ELECTRIC COMPANY, INC	TENNESSEE SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - FUNDING WITH BPA FOR GRAYBAR, ESTABLISHED FOR DR-1974,	TAS 70-0700	\$14,075	\$38,151	5/20/2011	6/1/2013	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
133	AMERICAN NATIONAL RED CROSS	DRF DAD DEVELOPERS IA PROGRAM UPDATES - RED CROSS CONTRACT	TAS 70-0700	\$1,234,782	\$1,234,782	5/20/2011	5/21/2012	NOT COMPETED - UNIQUE SOURCE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
134	RANDOLPH, COUNTY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED LAW ENFORCEMENT OFFICERS FOR DRC	TAS 70-0700	\$9,000	\$4,613	5/21/2011	8/22/2011	NOT COMPETED - URGENCY
135	GEORGIA PRESS EDUCATIONAL FOUNDATION, INC	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - PUBLIC NOTICE ADVERTISEMENTS FOR 26 COUNTIES FOR DR-1973-GA	TAS 70-0700	\$3,432	\$3,432	5/23/2011	8/18/2011	NOT COMPETED - URGENCY
136	YOUNG LAWYERS DIVISION	MISSISSIPPI FLOODING - MS-DR1983-LEGAL SERVICES	TAS 70-0700	\$5,000	\$0	5/23/2011	5/11/2012	NOT COMPETED - URGENCY
137	VIRGIN ISLAND WATER & POWER AUTHORITY	VIRGIN ISLANDS SEVERE STORMS, FLOODING, MUDSLIDES, AND LANDSLIDES - ADDITIONAL FUNDS NEEDED FOR REPAIRS	TAS 70-0700	\$3,000	\$7,000	5/24/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
138	COUNTY OF WASHINGTON	LISTED UNDER MULTIPLE PROGRAM CODES - UNIFORMED ARMED OFFICERS FOR DRC	TAS 70-0700	\$2,920	\$4,590	5/25/2011	8/22/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
139	LIFT TRUCK SERVICE CENTER, INC.	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - FORKLIFT, SCISSORLIFT, AND PROPANE TANKS	TAS 70-0700	\$4,963	\$8,830	5/26/2011	11/9/2011	NOT COMPETED - URGENCY
140	ENTERGY ARKANSAS, INC.	LISTED UNDER MULTIPLE PROGRAM CODES - ELECTRICITY FOR THE VILONIA DRC	TAS 70-0700	\$2,183	\$9,052	5/26/2011	6/7/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
141	ALLIANCE MANAGEMENT CORPORATION	CALIFORNIA SEVERE WINTER STORMS, FLOODING, AND DEBRIS AND MUD - AFTER HOUR GUARD SERVICE PROVIDED BY ALLIANCE MGMT CORP.	TAS 70-0700	\$1,000	\$1,000	5/26/2011	9/30/2011	NOT COMPETED - MICRO PURCHASE THRESHOLD

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
142	SRS INC	LOUISIANA HURRICANE KATRINA - COOP SITE LOCATED AT SHERWOOD FOREST STAGING AREA - BATON	TAS 70-0700	\$14,950	\$405,282	5/26/2011	6/15/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
143	CHENEGA LOGISTICS, LLC	LISTED UNDER MULTIPLE PROGRAM CODES - EMI JR. WEBMASTER, SR. WEBMASTER AND SYSTEM ADMINISTRATOR	TAS 70-0700	\$34,683	\$74,939	5/26/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
144	GRIFFIN, CITY OF	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - POLICE SECURITY AT DRC GRIFFIN, GA 30223	TAS 70-0700	\$86,400	\$86,400	5/27/2011	6/27/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
145	AMERICAN BAR ASSOCIATION	TENNESSEE SEVERE STORMS, STRAIGHT-LINE WINDS, TORNADOES - YOUNG LAWYERS	TAS 70-0700	\$5,000	\$5,000	5/27/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
146	STANLEY SUPPLY & SERVICES, INC.	MISSOURI SEVERE STORMS, TORNADOES, AND FLOODING - TOOL KITS FOR (6) FIELD PERSONNEL	TAS 70-0700	\$3,474	\$0	5/27/2011	5/31/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
147	CITY OF GULFPORT	MISSISSIPPI HURRICANE KATRINA - WATER: CITY OF GULFPORT	TAS 70-0700	\$939	\$66,859	5/27/2011	6/11/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
148	NEW LIGHT TECHNOLOGIES, INC	MISSOURI SEVERE STORMS, TORNADOES, AND FLOODING - THE PURPOSE OF THIS EFFORT IS TO ACQUIRE PRELIMINARY DAMAGE	TAS 70-0700	\$16,499	\$33,049	5/27/2011	5/24/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
149	AMERICAN BAR ASSOCIATION	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - DISASTER LEGAL SERVICES PROGRAM (DLS) - IA IN SUPPORT OF	TAS 70-0700	\$5,000	\$5,000	5/31/2011	8/27/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
150	R. S. MEANS COMPANY LLC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - REQUIRE FUNDING TO PURCHASE 20 RS MEANS COST WORKS	TAS 70-0700	\$36,931	\$40,977	5/31/2011	6/4/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
151	LINCOLN, COUNTY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - PERIOD OF PERFORMANCE EXTENSION AND INCREASE TO \$60,000	TAS 70-0700	\$4,000	\$4,200	5/31/2011	6/1/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
152	BENTONVILLE, CITY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED OFFICERS/LEO IN SUPPORT OF THE DRC	TAS 70-0700	\$2,220	\$3,202	5/31/2011	6/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
153	PUGET SOUND ENERGY, INC.	WASHINGTON SEVERE WINTER STORM, LANDSLIDES, AND MUDSLIDES - PROVIDE GAS AND ELECTRICITY TO THE REGIONAL UTILITY	TAS 70-0700	\$10,000	\$19,550	5/31/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
154	DIRECT PARTS & SERVICE, INC	LOUISIANA HURRICANE KATRINA - LIEBERT 5-TON AC UNITS	TAS 70-0700	\$3,856	\$3,856	5/31/2011	5/31/2012	NOT COMPETED - ONLY ONE SOURCE - OTHER
155	WEST HELENA, CITY OF	LISTED UNDER MULTIPLE PROGRAM CODES - UNIFORMED ARMED OFFICER/LEO IN SUPPORT OF THE DRC	TAS 70-0700	\$13,120	\$12,760	6/1/2011	6/28/2011	NOT COMPETED - URGENCY
156	CLARENDON, CITY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED OFFICERS/LEO IN SUPPORT OF THE DRC	TAS 70-0700	\$5,824	\$8,724	6/1/2011	8/28/2011	NOT COMPETED - URGENCY

#	Contractor	Purpose	Appropriation Account	Dollar Award	Fully Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
157	WEST MEMPHIS, CITY OF	LISTED UNDER MULTIPLE PROGRAM CODES - UNIFORMED ARMED OFFICERS/LEO IN SUPPORT OF DRC	TAS 70-0700	\$5,068	\$5,521	6/1/2011	6/30/2011	NOT COMPETED - URGENCY
158	CINTAS CORPORATION NO. 2	GEORGIA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - FIRST AID/CPR/AED/BBP CLASS - TRAINING FOR FEMA EMPLOYEES	TAS 70-0700	\$1,045	\$1,045	6/2/2011	9/30/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
159	American Bar Association (ABA), Young Lawyers Division	MISSOURI SEVERE STORMS, TORNADOES, AND FLOODING - ACTIVATE YOUNG LAWYERS LEGAL SERVICES	TAS 70-0700	\$5,000	\$5,000	6/2/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION MICRO PURCHASE THRESHOLD
160	FRONT ROWE, INC	DRS-DISASTER FOIA PROCESSING CONTRACTOR S320K	TAS 70-0700	\$236,380	\$4,210,966	6/2/2011	6/28/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
161	NEW LIGHT TECHNOLOGIES, INC	DRF-SURGE-DISASTR SUPRT ACCTS-PRE-DECLARE/MOBILZT IN - GIS TECHNICAL SERVICES ARE REQUIRED TO STAND UP DEPLOYABLE	TAS 70-0700	\$14,786	\$14,786	6/2/2011	8/30/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
162	ASSOCIATION OF STATE FLOODPLAIN MANAGERS, INC, THE	MISSISSIPPI HURRICANE KATRINA - CONFERENCE REGISTRATION FEE FOR MITIGATION CHIEF TO ATTEND	TAS 70-0700	\$555	\$555	6/3/2011	6/3/2011	NOT COMPETED - UNIQUE SOURCE
163	LEONARD ALUMINUM UTILITY BUILDINGS, INC.	TENNESSEE SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - CARGO TRAILERS	TAS 70-0700	\$3,900	\$3,900	6/3/2011	7/2/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - HUBZONE SOLE SOURCE
164	GRAYBAR ELECTRIC COMPANY, INC	FLORIDA HURRICANE WILMA - IT SUPPLIES TO SETUP NEW OFFICE FOR THE FLORIDA RECOVERY	TAS 70-0700	\$40,000	\$28,466	6/4/2011	9/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
165	MISSISSIPPI PRESS ASSOCIATION/ MISSISSIPPI PRESS SERVICE INC	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - PUBLISH FEMA LEGAL NOTICE, "PUBLIC NOTICE FOR DR-1963-1661"	TAS 70-0700	\$5,437	\$5,437	6/6/2011	6/10/2011	NOT COMPETED - UNIQUE SOURCE
166	PRAIRIE, COUNTY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED OFFICERS FOR DRC IN PRAIRIE COUNTY	TAS 70-0700	\$3,900	\$7,940	6/7/2011	8/22/2011	NOT COMPETED - URGENCY
167	ENTERGY ARKANSAS, INC.	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - EXERCISE OF OPTION PERIOD 1	TAS 70-0700	\$2,183	\$9,052	6/7/2011	7/8/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
168	EKA TECHNOLOGIES, INC.	TENNESSEE SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - RICOH CAMERA SYSTEM FOR MITIGATION	TAS 70-0700	\$9,019	\$9,019	6/8/2011	6/30/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
169	VARSITY CONTRACTORS, INC.	WASHINGTON SEVERE WINTER STORM, FLOODING, LANDSLIDES, AND MUD - DR-1963-037 FUNDING BOC 2587 FACILITY OPERATIONS/M	TAS 70-0700	\$475	\$475	6/8/2011	6/22/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
170	AMERICAN BAR ASSOCIATION	KENTUCKY SEVERE STORMS, TORNADOES, AND FLOODING - BOC 2576 DISASTER LEGAL SERVICES IN SUPPORT OF DR-1976-KY	TAS 70-0700	\$5,000	\$5,000	6/9/2011	9/29/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
171	ALABAMA NEWSPAPER ADVERTISING SERVICE, INC	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - DISASTER PUBLIC NOTICES FOR DR1971-AL	TAS 70-0700	\$33,228	\$33,228	6/10/2011	9/30/2011	NOT COMPETED - URGENCY
172	TENNESSEE PRESS SERVICE INC	LISTED UNDER MULTIPLE PROGRAM CODES - PUBLIC NOTICE, TN DR-1974	TAS 70-0700	\$34,606	\$69,212	6/10/2011	6/24/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
173	BENTONVILLE, CITY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED OFFICERS/LEO IN SUPPORT OF THE DRC	TAS 70-0700	\$222	\$3,202	6/10/2011	6/25/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
174	MADISON, COUNTY OF	LISTED UNDER MULTIPLE PROGRAM CODES - UNIFORMED ARMED GUARD SERVICES IN SUPPORT OF HUNTSVILLE DRC	TAS 70-0700	\$1,300	\$2,125	6/10/2011	6/25/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
175	PRAIRIE, COUNTY OF	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED OFFICERS FOR DRC IN PRAIRIE COUNTY	TAS 70-0700	\$2,160	\$7,940	6/10/2011	6/17/2011	NOT COMPETED - URGENCY
176	THONE, INC	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - PORTABLE TOILET AND PORTABLE HAND WASH STATION FOR	TAS 70-0700	\$305	\$1,220	6/10/2011	7/8/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
177	LANDIS OFFICE CENTER, INC	DRS-EMERGENCY HOUSING UNITS READINESS- CUMBERLAND T - MAINTENANCE SERVICES FOR TOSHIBA EQUIPMENT AT CUMBERLAND, MD	TAS 70-0700	\$4,204	\$19,005	6/10/2011	7/31/2012	NOT COMPETED - ONLY ONE SOURCE - OTHER
178	COUNTY OF WASHINGTON	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - UNIFORMED ARMED OFFICERS FOR DRC	TAS 70-0700	\$2,340	\$4,590	6/11/2011	6/26/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
179	CDW GOVERNMENT LLC	MISSOURI SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - PURCHASE SCANNERS IN SUPPORT DR-1980-100	TAS 70-0700	\$4,500	\$4,500	6/13/2011	6/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
180	EMPIRE DISTRICT ELECTRIC COMPANY, THE	MISSOURI SEVERE STORMS, TORNADOES, AND FLOODING - ELECTRICAL POWER FOR HOUSING STAGING SITE IN MISSOURI	TAS 70-0700	\$2,800	\$22,300	6/15/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
181	R. S. MEANS COMPANY LLC	KENTUCKY SEVERE STORMS, TORNADOES, AND FLOODING - BOC 3171 FUNDING TO PURCHASE R.S. MEANS "COST WORKS" NETWORK	TAS 70-0700	\$6,857	\$6,875	6/16/2011	6/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
182	MOORE COMMUNITIES	MISSISSIPPI FLOODING - PAD LEASES IN BUCK ISLAND MOBILE HOME PARK IN ROBINSONVILLE	TAS 70-0700	\$21,528	\$103,288	6/17/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
183	R. S. MEANS COMPANY LLC	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - SOFTWARE REQUIREMENTS IN SUPPORT OF DR-1033-16	TAS 70-0700	\$19,543	\$19,543	6/17/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
184	ALABAMA POWER COMPANY	ALABAMA SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - FUNDING FOR ELECTRICAL POWER TO THE DRC LOCATED AT 8714	TAS 70-0700	\$2,000	\$4,000	6/17/2011	8/10/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
185	LAVADA'S PARK	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - LEASE OF PADS AT LAVADA'S PARK AT SILVER DOLLAR CIRCLE,	TAS 70-0700	\$2,120	\$9,390	6/20/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
186	FIRSTSEARCH TECHNOLOGY CORPORATION	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - ENVIRONMENTAL SITE ASSESSMENT REPORTS	TAS 70-0700	\$350	\$70	6/20/2011	9/16/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
187	TOLLEFSON'S RETAIL GROUP, INC.	MONTANA SEVERE STORMS AND FLOODING - CARPET INSTALLATION AT FORT HARRISON JFO, BILLINGS MONTANA	TAS 70-0700	\$4,400	\$3,994	6/20/2011	6/30/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
188	LOUISIANA INDUSTRIES FOR THE DISABLED, INC.	LOUISIANA HURRICANE KATRINA - JANITORIAL SERVICES-FEMA IRO BATON ROUGE, LA	TAS 70-0700	\$18,000	\$484,403	6/20/2011	8/31/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
189	A. J. BUSINESS SUPPLY INC	LISTED UNDER MULTIPLE PROGRAM CODES - TONER CARTRIDGES	TAS 70-0700	\$9,220	\$9,220	6/21/2011	6/30/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
190	KENTUCKY PRESS ASSOCIATION	KENTUCKY SEVERE STORMS, TORNADOES, AND FLOODING - BOC 2440 CONTRACTOR WILL PUBLISH FEMA PUBLIC NOTIFICATION	TAS 70-0700	\$15,624	\$15,624	6/21/2011	7/31/2011	NOT COMPETED - URGENCY
191	HAGELAND AVIATION SERVICES, INC.	ALASKA ICE JAM AND FLOODING - CHARTER FLIGHT SERVICE TO SUPPORT DR-1992-AK	TAS 70-0700	\$30,000	\$70,000	6/22/2011	7/25/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
192	MONROE COUNTY ELECTRIC POWER ASSOCIATION	MISSISSIPPI SEVERE STORMS, TORNADOES, STRAIGHT LINE WINDS - SECURITY LIGHTING AT THE SMITHVILLE SITE # 2 COMMERCIAL PARK	TAS 70-0700	\$120	\$699	6/23/2011	10/9/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
193	R. S. MEANS COMPANY LLC	LISTED UNDER MULTIPLE PROGRAM CODES PURCHASE RS MEANS BUILDING COST PACKAGES	TAS 70-0700	\$9,649	\$9,649	6/24/2011	6/30/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
194	TRAPOLIN ARCHITECTS PC	MISSISSIPPI HURRICANE KATRINA - EXPERT WITNESS FOR PA ARBITRATION CASE CBCA-2316-FEMA	TAS 70-0700	\$40,000	\$59,844	6/24/2011	9/30/2011	NOT COMPETED - MOBILIZATION, ESSENTIAL R&D
195	MARRIOTT HOTELS INTERNATIONAL INC	LOUISIANA HURRICANE KATRINA - COOP ROOMS IN BR AND NO	TAS 70-0700	\$30,000	\$30,000	6/24/2011	6/22/2014	NOT COMPETED - URGENCY
196	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED - EMI JR. WEBMASTER, SR. WEBMASTER AND SYSTEM ADMINISTRATOR	TAS 70-0700	\$277,466	\$352,405	6/24/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - R(A) SOLE SOURCE

#	Contractor	Purpose	Appropriation Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
197	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED - PROGRAMMING AND MAINTENANCE SUPPORT FOR NETC	TAS 70-0700	\$448,345	\$566,004	6/24/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
198	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED - NETC COMPUTER LABORATORIES & CLASSROOM IT SUPPORT	TAS 70-0700	\$259,099	\$329,447	6/24/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
199	THONE, INC	ARKANSAS SEVERE STORMS, TORNADOES, AND ASSOCIATED FLOODING - PORTABLE TOILET AND PORTABLE HAND WASH STATION FOR	TAS 70-0700	\$610	\$1,220	6/27/2011	9/8/2011	NOT COMPETED UNDER SAP - AUTHORIZED BY STATUTE
200	KOCH BROTHERS INC	IOWA SEVERE STORMS, TORNADOES, AND FLOODING - ESTABLISH BPA FOR OFFICE SUPPLIES AND	TAS 70-0700	\$4,000	\$21,667	6/28/2011	9/30/2011	NOT COMPETED - URGENCY
201	COWLES PUBLISHING COMPANY	IDAHO FLOODING, LANDSLIDES, AND MUDSLIDES - PUBLIC NOTICE REQUIRED BY 44 CFR PART	TAS 70-0700	\$3,659	\$3,659	6/29/2011	7/29/2011	NOT COMPETED UNDER SAP - SAP NON-COMPETITION
202	TRIPLETT OFFICE ESSENTIALS CORPORATION	IOWA SEVERE STORMS, TORNADOES, AND FLOODING - ADD	TAS 70-0700	\$4,000	\$20,667	6/29/2011	9/30/2011	NOT COMPETED - URGENCY
203	MOORE COMMUNITIES	MISSISSIPPI FLOODING - MODIFICATION TO ADD THE LEASE OF 5 ADDITIONAL PADS, NUMBERS	TAS 70-0700	\$3,314	\$103,288	6/30/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
204	HUFFMAN & ROBINSON, INC.	LOUISIANA HURRICANE KATRINA - STENOGRAPHIC SERVICES NEED FOR EEOC HEARING AT LRO, DARTON	TAS 70-0700	\$3,057	\$3,057	6/30/2011	6/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Fall Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
205	NEW LIGHT TECHNOLOGIES, INC	NORTH DAKOTA FLOODING - IMAGERY EXPLOITATION- MINOT, ND SEVERE FLOODING	TAS 70-0700	\$34,996	\$34,996	6/30/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE - 8(A) SOLE SOURCE
206	NEW LIGHT TECHNOLOGIES, INC	GIS SERVICES	TAS 70-0700	\$313,906	\$313,906	7/1/2011	9/27/2015	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
207	AMERICAN BAR ASSOCIATION	YOUNG LAWYERS	TAS 70-0700	\$5,000	\$5,000	7/1/2011	6/20/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
208	MORGAN SANITATION & RECYCLING CORP	MODIFICATION TO EXTEND WASTE REMOVAL CONTRACT IN SUPPORT OF FEMA DIRECT HOUSING MISSION FOR DR-1838-WV.	TAS 70-0700	\$4,440	\$21,620	7/6/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
209	AMERICAN BAR ASSOCIATION	LEGAL SERVICES IN SUPPORT OF DR1981-ND	TAS 70-0700	\$5,000	\$5,000	7/6/2011	7/31/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
210	HAGELAND AVIATION SERVICES, INC.	CHARTER FLIGHT SERVICE	TAS 70-0700	\$40,000	\$70,000	7/6/2011	7/25/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
211	WILLARD PACKAGING COMPANY, INC.	TRI WALL INCLUDING TOPS AND BOTTOMS	TAS 70-0700	\$10,149	\$10,149	7/8/2011	9/29/2011	NOT COMPETED - NO SET ASIDE USED. - BRAND NAME DESCRIPTION
212	LEE, COUNTY OF	SECURITY SERVICE	TAS 70-0700	\$475,200	\$228,810	7/8/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
213	AMERICAN BAR ASSOCIATION	YOUNG LAWYERS	TAS 70-0700	\$5,000	\$5,000	7/11/2011	10/31/2011	NOT COMPETED - NO SET ASIDE USED. - UNIQUE SOURCE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
214	GILMAN, EDWARD F	THIS IS A SOLE SOURCE PROCUREMENT FOR EXPERT WITNESS TESTIMONY (FAR PART 6.302-3) FOR PA ARBITRATION CASE CBGA-2280-FEMA. THIS SOLE SOURCE IS SUPPORTED BY A J&A SIGNED BY THE CONTRACTING OFFICER IN ACCORDANCE WITH FAR PART 6.304.	TAS 70-0700	\$40,000	\$38,250	7/13/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - MOBILIZATION, ESSENTIAL R&D
215	FRANKLIN, COUNTY OF	UNIFORMED ARMED GUARD IN SUPPORT OF DRC	TAS 70-0700	\$4,860	\$7,776	7/13/2011	9/11/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
216	CLARKSVILLE, CITY OF	UNIFORMED ARMED GAURD SERVICES FOR DRC JOHNSON COUNTY (CLARKSVILLE)IN SUPPORT OF DR-4000-AR.	TAS 70-0700	\$5,250	\$4,375	7/13/2011	9/11/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
217	SHREDDING SOLUTIONS INC	SHREDDING SERVICES FOR NEBRASKA JFO FOR EM3323NE.	TAS 70-0700	\$693	\$1,415	7/14/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
218	ON-SITE INFORMATION DESTRUCTION INC	SHREDDING SERVICE FOR DR-1998-IA	TAS 70-0700	\$270	\$810	7/14/2011	12/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
219	OKLAHOMA PUBLISHING COMPANY OF OKLAHOMA, THE	NOTICE FOR FLOODPLAINS	TAS 70-0700	\$5,361	\$5,361	7/15/2011	7/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
220	CAPITAL BUSINESS SYSTEMS, INC	RENTAL OF COPIER FOR USE BY FEMA (IIOF) AT THE PENNSYLVANIA EMERGENCY MANAGEMENT AGENCY'S OFFICE SPACE. THIS ACTION IS IN SUPPORT OF DR-4003-PA	TAS 70-0700	\$2,000	\$2,388	7/18/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
221	PREMIERE SHREDDING	EXERCISE OPTION YEAR 4 FOR DOCUMENT SHREDDING SERVICE FOR THE MISSISSIPPI RECOVERY OFFICE. THE CONTRACT PERIOD OF PERFORMANCE IS EXTENDED THROUGH 7/31/2012.	TAS 70-0700	\$15,620	\$152,240	7/19/2011	7/31/2012	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
222	Webster's Chapel Methodist Church	REIMBURSEMENT OF UTILITY COSTS IN LIEU OF RENTAL FEES	TAS 70-0700	\$596	\$821	7/19/2011	7/20/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances
223	TOWN OF BERRY	REIMBURSEMENT FOR UTILITIES AND CLEANING	TAS 70-0700	\$1,793	\$1,793	7/19/2011	7/20/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
224	GCI CABLE INC	EXTEND PHONE SERVICE	TAS 70-0700	\$220	\$1,403	7/19/2011	8/22/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
225	AUGUST BUILDING MAINTENANCE, INC	ADDITION OF FUNDS PREVIOUSLY DEOBLIGATED. DR-1603-LA.	TAS 70-0700	\$80,772	\$908,153	7/21/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
226	LAKE CHARLES, CITY OF	ADDITION OF FUNDS TO PAY FINAL INVOICE. DR-1603-LA	TAS 70-0700	\$4,202	\$34,202	7/21/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44.2
227	Montana Newspaper Advertising Service, Inc.	PUBLIC NOTIFICATIONS	TAS 70-0700	\$13,309	\$13,309	7/21/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
228	SAMOA MARKETING INC	COPIER RENTAL AND MAINTENANCE AGREEMENT.	TAS 70-0700	\$4,500	\$25,500	7/21/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
229	RAPISCAN SYSTEMS, INC.	REPAIR OF X-RAY MACHINES BRLRO&NOLRO	TAS 70-0700	\$14,158	\$16,669	7/25/2011	8/19/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
230	M.E.I.	POWER, TRENCHING, BACKFILL, WIRING, TEMP PANEL AND OUTLETS TO RUN COMMUNICATION TOWER IN DAKOTA DUNES	TAS 70-0700	\$2,771	\$2,771	7/27/2011	8/15/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - AUTHORIZED BY STATUTE
231	MIDAMERICAN ENERGY COMPANY	CONNECT TEMPORARY COMMERCIAL POWER @ DAKOTA DUNES, SD	TAS 70-0700	\$460	\$460	7/27/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44-2
232	XTEC, INCORPORATED	PURCHASE OF BADGING SUPPLIES IN SUPPORT OF DR1971-AL	TAS 70-0700	\$8,307	\$8,307	7/27/2011	7/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
233	CENTRAL ALABAMA ELECTRIC COOPERATIVE	ELECTRIC UTILITY SERVICE	TAS 70-0700	\$50,000	\$50,000	7/28/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44-2
234	DUCKWORTH REALTY, INC.	BUILDING LEASE WORK	TAS 70-0700	\$500	\$500	7/28/2011	7/31/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
235	INFORMATION MANUFACTURING LLC	THE PURPOSE OF THIS MODIFICATION IS TO: EXTEND THE SERVICES THREE MONTHS	TAS 70-0700	\$21,325	\$255,348	7/29/2011	10/31/2011	NON-COMPETITIVE DELIVERY ORDER - NO SET ASIDE USED. - FOLLOW-ON CONTRACT
236	UNIVERSITY OF IOWA, THE	I-SITES PROFESSIONAL LICENSE	TAS 70-0700	\$1,585	\$1,585	7/29/2011	6/30/2012	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
237	UNITECH OF VICKSBURG INC	PROVIDE THE ADDRESS TO THE AREA FIELD OFFICE WHERE THE REMAINING COPIER UNITS IN CLIN 0003 ARE TO BE DELIVERED	TAS 70-0700	\$1,500	\$37,395	7/29/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
238	NORMAN WOLGIN WAVERLY & MANAGEMENT	PARKING SPACE RENTAL FOR THE IMAT TRUCK TO SUPPORT DR-4003-PA.	TAS 70-0700	\$245	\$245	8/1/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances
239	LAWSON'S AVIATION SERVICES INC	AIR TRANSPORTATION SERVICE	TAS 70-0700	\$3,720	\$3,720	8/2/2011	8/5/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
240	PRAIRIE, COUNTY OF	UNIFORMED ARMED GUARD SERVICES IN SUPPORT OF DRC	TAS 70-0700	\$40	\$7,940	8/2/2011	8/22/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances
241	GALVAN AND ASSOCIATES, LLC	CONTRACT CLOSEOUT AND PERFORMANCE METRICS TECHNICAL SUPPORT SERVICES.	TAS 70-0700	\$1,002,460	\$3,997,395	8/4/2011	8/4/2015	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
242	ST MARTIN BROWN & ASSOCIATES LLP	MAINTENANCE OF MISSION ASSIGNED UNITS	TAS 70-0700	\$119,965	\$272,015	8/5/2011	7/31/2013	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
243	NORTEX MODULAR LEASING AND CONSTRUCTION COMPANY	PAYMENT OF CLAIM FOR DAMAGE REPAIRS PAID FOR BY THE CONTRACTOR TO REPAIR A 24" X 74" MODULAR OFFICE UNIT LEASED BY FEMA AND USED AT THE PURVIS, MS STAGING AREA BETWEEN 8 SEPT 2005 AND 31 JULY 2008.	TAS 70-0700	\$25,761	\$59,487	8/5/2011	8/20/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - FOLLOW-ON CONTRACT
244	EMPIRE DISTRICT ELECTRIC COMPANY, THE	PROVIDE ELECTRICAL SERVICE TO TWO GROUP SITES IN WEBB CITY, MO OVER BY THE AIRPORT ON W. MCARTHUR IN RELATION TO	TAS 70-0700	\$346,620	\$854,576	8/5/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 41.2

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
245	MISSOURI-AMERICAN WATER COMPANY	PROVIDE WATER SERVICE FOR TWO GROUP SITES OVER BY AIRPORT IN WEBB CITY, MO IN RELATION TO JOPLIN DISASTER.	TAS 70-0700	\$163,500	\$379,450	8/5/2011	10/15/2011	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - UTILITIES FAR 41.2
246	Monrovia Church of Christ	REIMBURSEMENT FOR ELECTRICAL POWER USAGE	TAS 70-0700	\$1,064	\$1,824	8/5/2011	8/5/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
247	Universal Court Reporting dba Reif King Welch Legal Services	COURT REPORTER SERVICES FOR EEO CASE IN FT LAUDERDALE, FL	TAS 70-0700	\$2,500	\$1,714	8/5/2011	9/4/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
248	SHRED IT NEW ORLEANS INC	DOCUMENT SHREDDING SERVICE FOR CLINTON, MS JFO. DR-1972 VERBAL CONTRACT MADE BY REGION IV CO WITH SHRED-IT BRANCH OFFICE IN JACKSON, MS.	TAS 70-0700	\$300	\$4,275	8/8/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
249	LEE, COUNTY OF	DR-1972-MS FUNDING TO REIMBURSE LEE COUNTY AGRICULTURE CENTER FOR USAGE OF ELECTRICITY, WATER, SEWER, AND GARBAGE AT THE FEMA STAGING AREA IN VERONA, MS. LEE COUNTY PROVIDED AN ESTIMATED USAGE RATE OF \$1,900.00 PER MONTH FOR THE FIRST THREE MONTHS.	TAS 70-0700	\$7,600	\$13,300	8/9/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - UTILITIES FAR 41.2
250	TENNESSEE PRESS SERVICE INC	FUNDING FOR PUBLIC NOTICES IN SUPPORT OF DR-4005-TN	TAS 70-0700	\$2,086	\$2,086	8/9/2011	8/31/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
251	U-HAUL INTERNATIONAL, INC.	LOGISTICS NEEDS A TRUCK TO RECEIVE & DELIVER GOODS REQUIRED BY IFHQ.	TAS 70-0700	\$2,500	\$4,500	8/10/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - AUTHORIZED BY STATUTE

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
252	U-HAUL INTERNATIONAL, INC.	LEASE OF ONE TRUCK FOR BILLINGS, MT DRC FOR 30 DAYS.	TAS 70-0700	\$2,500	\$3,048	8/10/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
253	GRAYBAR ELECTRIC COMPANY, INC	ADDITIONAL FUNDING NEEDED TO SUPPORT DR-1974-TN IT/TELECOM STAFF REQUIREMENTS.	TAS 70-0700	\$10,000	\$38,151	8/10/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
254	SOUTHERN COMMUNICATIONS SERVICES INC	PURCHASE OF 20 HAND-HELD SOUTHERNLINC RADIOS	TAS 70-0700	\$5,348	\$5,348	8/15/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - UNIQUE SOURCE
255	CAPITAL CITY PRESS, L.L.C.	PUBLIC NOTICE OF EHP - ALL LOUISIANA PARISH PAPERS	TAS 70-0700	\$8,768	\$8,768	8/16/2011	8/21/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
256	AMERICAN BAR ASSOCIATION	DISASTER LEGAL SERVICES	TAS 70-0700	\$2,000	\$2,000	8/17/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
257	RIVER PARISH DISPOSAL INC	ADMINISTRATIVE MODIFICATION TO EXTEND THE PERIOD OF PERFORMANCE AND SETTLE THE CLAIM FOR SERVICES. DR-1603	TAS 70-0700	\$51,768	\$494,768	8/17/2011	5/11/2012	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - Unusual and Compelling Urgency
258	ALABAMA POWER COMPANY	PROVIDE ADDITIONAL FUNDING TO THE PURCHASE ORDER	TAS 70-0700	\$2,000	\$4,000	8/19/2011	12/8/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR
259	NATIONAL AIR CARGO HOLDINGS, INC.	PLANE NEEDED TO GET IMAT TEAM FROM OAKLAND, CA TO SAN JUAN, PR IN SUPPORT OF HURRICANE IRENE.	TAS 70-0700	\$98,750	\$98,750	8/22/2011	8/22/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
260	ALPHAPOINTE ASSOCIATION FOR THE BLIND	OFFICE SUPPLIES FOR DR-4010-KS	TAS 70-0700	\$2,867	\$2,867	8/23/2011	9/18/2011	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
261	SECURITY FENCE INC	INSTALLATION OF CHAIN LINK FENCE INCLUSIVE OF PARTS, MATERIALS AND LABOR TO PROTECT FEMA ASSETS AT THU IN SUPPORTING DR-1981-ND	TAS 70-0700	\$38,961	\$38,961	8/23/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
262	SOUTH DAKOTA ASSOCIATION OF COUNTY COMMISSIONERS	2011 COUNTY CONVENTION VENDOR BOOTH FOR PIERRE, SD	TAS 70-0700	\$400	\$400	8/24/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
263	NORMAN WOLGIN WAVERLY & MANAGEMENT	MODIFICATION TO ADD FUNDS FOR OVERTIME UTILITY SERVICES	TAS 70-0700	\$2,000	\$25,825	8/25/2011	1/9/2012	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 41.2
264	EMPIRE DISTRICT ELECTRIC COMPANY, THE	ELECTRICAL SERVICE FOR LIGHT POLES AND TWO METERS IN THSA AT CAMP CROWDER, ADDED CONEX AND PARK MODEL AT CAMP CROWDER AND TRIPLE WIDE OFFICE IN JOPLIN, MO.	TAS 70-0700	\$900	\$22,300	8/25/2011	9/30/2013	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 41.2
265	MISSISSIPPI POWER COMPANY	EXERCISING AN OPTION TO EXTEND ELECTRICAL UTILITY SERVICE FOR 2 FEMA OWNED TRAILERS UTILIZED AS THE TEMPORARY TRAINING FACILITY FOR THE MS RECOVERY OFFICE.	TAS 70-0700	\$3,000	\$6,000	8/26/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 41.2
266	KLEEN KING INC	ADDING FUNDING FOR CONTINUATION OF JANITORIAL SERVICES.	TAS 70-0700	\$5,000	\$5,196	8/26/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - FOLLOW-ON CONTRACT
267	PBM PRODUCTS OF VIRGINIA, LLC	INFANT AND TODDLER KITS.	TAS 70-0700	\$29,000	\$99,600	8/26/2011	11/25/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances

#	Contractor	Purpose	Appropriation Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
268	MIDWEST HERITAGE INN OF ASHLAND INC	LODGING COST TO COVER FOR FEMA PA LOCAL HIRE IN SUPPORT OF DR-1976	TAS 70-0700	\$2,621	\$2,621	8/26/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
269	BROOKINGS, COUNTY OF	ARMED GUARD SERVICE TO SUPPORT DR-1984-SD	TAS 70-0700	\$36,400	\$36,400	8/26/2011	12/31/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
270	FEDERAL CENTER HOTEL ASSOCIATES LLC	MEALS FOR NRCC EMERGENCY PERSONNEL DURING AUGUST 27-29, 2011.	TAS 70-0700	\$124,286	\$124,286	8/27/2011	8/29/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
271	NATIONWIDE INFRASTRUCTURE SUPPORT TECHNICAL ASSISTANCE CONSU	THE PURPOSE OF THIS BILATERAL MODIFICATION IS TO PROVIDE FUNDS FOR THE CONTINUATION OF CURRENT COURSE REVIEW AND DEVELOPMENT AND SUPPORT TASKS AS WELL AS ADDITIONAL PA DISASTER	TAS 70-0700	\$74,988	\$784,815	8/29/2011	6/30/2012	NOT COMPETED - UNSPECIFIED - NO SET ASIDE USED.
272	TIMES PICAYUNE PUBLISHING CORP, THE	PUBLIC NOTICES FOR EHP IN LOCAL NEWSPAPER FOR EACH PARISH	TAS 70-0700	\$24,048	\$24,048	8/29/2011	8/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
273	ALPHAPOINTE ASSOCIATION FOR THE BLIND	OFFICE SUPPLIES FOR DR-4010-KS	TAS 70-0700	\$5,342	\$5,342	8/29/2011	9/24/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
274	COPIER GUY, THE	FOLLOW-ON ORDER FOR COPIER SERVICES.	TAS 70-0700	\$1,625	\$1,625	8/30/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
275	THE NEW YORK TIMES COMPANY	PUBLIC NOTICES FOR EHP - ALL LOUISIANA PARISH PAPERS	TAS 70-0700	\$4,584	\$4,584	8/30/2011	8/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
276	YANKEE CLIPPER FOOD SERVICE #1 CORP	FOOD FOR EMERGENCY PERSONNEL DURING HURRICANE IRENE.	TAS 70-0700	\$9,720	\$9,720	8/30/2011	8/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
277	ALLEN & HOSHALL, INC.	INDEPENDENT ENGINEER TO EVALUATE CCTV VIDEO INSPECTION OF MOSS POINT FOR ARBITRATION CASE CBCA 2346-FEMA.	TAS 70-0700	\$194,600	\$194,600	8/31/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - UNIQUE SOURCE
278	DELL MARKETING L.P.	DELL LAPTOPS	TAS 70-0700	\$6,493,872	\$6,493,872	8/31/2011	9/22/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
279	GUEST SERVICES, INC.	MEALS FOR 250 DAES ATTENDING COMMUNITY RELATIONS SURGE TRAINING TO DEPLOY IN SUPPORT OF HURRICANE IRENE	TAS 70-0700	\$13,655	\$13,655	9/1/2011	9/5/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
280	GRANNY'S ALLIANCE, LLC	EMERGENCY FOR HURRICANE IRENE- 2 PORTA POTTIES, EYE WASH AND 10 CUBIC YARD DUMPSTER	TAS 70-0700	\$5,420	\$5,420	9/2/2011	9/20/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
281	U-HAUL INTERNATIONAL, INC.	LOGISTICS NEEDS A TRUCK TO RECEIVE&DELIVER GOODS REQUIRED BY JFHQ.	TAS 70-0700	\$2,000	\$4,500	9/2/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - AUTHORIZED BY STATUTE
282	CAREERBUILDER GOVERNMENT SOLUTIONS LLC	WEB SITE JOB POSTING NOTICE FOR THE HIRING OF TEMPORARY LABOR FROM THE LOCAL AFFECTED AREA AS A RESULT OF HURRICANE IRENE	TAS 70-0700	\$3,545	\$3,545	9/2/2011	10/7/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
283	U-HAUL INTERNATIONAL, INC.	LEASE OF ONE TRUCK FOR BILLINGS, MT DRC FOR 30 DAYS.	TAS 70-0700	\$2,000	\$3,048	9/2/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
284	AMERICAN NATIONAL RED CROSS	SHELF STABLE MEALS	TAS 70-0700	\$625,000	\$625,000	9/3/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances
285	SHENANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC	MCOV REPAIRS	TAS 70-0700	\$15,000	\$4,312	9/4/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
286	ST TAMMANY FARMER INC	PUBLIC NOTICE FOR EHP - ALL LOUISIANA PARISHES	TAS 70-0700	\$192	\$192	9/6/2011	9/9/2011	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
287	RAPISCAN SYSTEMS, INC.	REPAIR OF X-RAY MACHINES BRURO&NOLRO	TAS 70-0700	\$2,512	\$16,669	9/6/2011	9/21/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
288	Monrovia Church of Christ	FUNDING REQUIRED FOR FINAL INVOICE	TAS 70-0700	\$760	\$1,824	9/6/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
289	ACME ELECTRIC MOTOR, INC.	LEASE OF 2 SCISSOR LIFTS IN SUPPORT OF DR1981ND	TAS 70-0700	\$794	\$794	9/6/2011	9/15/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
290	NEW LIGHT TECHNOLOGIES, INC	GIS SERVICES FOR FEMA AT THE DR 4022-VT JFO	TAS 70-0700	\$14,569	\$14,569	9/7/2011	12/6/2011	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED REPRESENTATIVE
291	SPRINT SOLUTIONS, INC.	SATCOLT PHONES TO SUPPORT HURRICANE IRENE.	TAS 70-0700	\$50,160	\$50,160	9/7/2011	9/22/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances
292	MANHATTAN ASSOCIATES, INC.	WEDMETHODS LICENSES	TAS 70-0700	\$125,000	\$125,000	9/8/2011	9/29/2012	NOT COMPETED - NO SET ASIDE USED. - BRAND NAME DESCRIPTION
293	AMERICAN BAR ASSOCIATION	FUNDING FOR DISASTER LEGAL SERVICES TO SUPPORT DR-4019-TN	TAS 70-0700	\$5,000	\$5,000	9/8/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
294	SYSTEM ENGINEERING INTERNATIONAL INC	PURCHASE OF UPS BATTERIES	TAS 70-0700	\$18,978	\$18,978	9/8/2011	10/11/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
295	LOUISIANA INDUSTRIES FOR THE DISABLED, INC.	JANITORIAL SERVICES	TAS 70-0700	\$118,539	\$484,403	9/8/2011	2/29/2016	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - AUTHORIZED BY STATUTE
296	TRIDENT ENGINEERING AND PROCUREMENT, P.C.	COLOR COPIER NEEDED AT THE JFO IN HARRISBURG IN SUPPORT OF DR-4025-PA	TAS 70-0700	\$2,295	\$9,815	9/9/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
297	VIRGINIA SHREDDERS, INC	PROVISION OF SHREDDING BINS AND SHREDDING SERVICES FOR DR-4024, RICHMOND, VA	TAS 70-0700	\$500	\$2,000	9/9/2011	3/10/2012	NOT COMPETED - NO SET ASIDE USED. - UNIQUE SOURCE
298	MICROSOFT CORPORATION SITZ IN REDMOND CORPORATION	MICROSOFT PREMIER AND CONSULTING SERVICES	TAS 70-0700	\$423,229	\$423,229	9/9/2011	9/8/2012	NOT COMPETED - NO SET ASIDE USED. - UNIQUE SOURCE
299	TRUEBLUE, INC.	LABORS TO SUPPORT JFO OPERATIONS DR-4021-NJ	TAS 70-0700	\$20,000	\$20,300	9/9/2011	9/10/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
300	GOOSENECK IMPLEMENT COMPANY	RENTAL OF ONE TRACTOR IN SUPPORT OF DR1981ND	TAS 70-0700	\$13,200	\$27,600	9/9/2011	12/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
301	G2J LLC	SHREDDING SERVICE IN SUPPORT OF DR-4025-PA AT THE JFO LOCATED IN HARRISBURG PA	TAS 70-0700	\$1,215	\$3,912	9/12/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
302	CAPITAL BUSINESS SYSTEMS, INC	RENTAL OF COPIER TO USE AT THE JFO IN HARRISBURG IN SUPPORT OF DR-4025-PA	TAS 70-0700	\$2,225	\$11,345	9/12/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
303	DAILY ADVERTISER, THE	PUBLIC NOTICES IN LOCAL NEWSPAPERS FOR EACH PARISH	TAS 70-0700	\$6,145	\$6,145	9/12/2011	9/15/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
304	CAPITAL CITY PRESS, L.L.C.	PUBLIC NOTICE ADS FOR EM-3322 AND DR-4015 - LOUISIANA FLOODING	TAS 70-0700	\$8,768	\$8,768	9/12/2011	9/19/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
305	A & A OFFICE SYSTEMS, INC.	RENTAL OF COPIERS AND FAX MACHINES FOR JFO USAGE AT CONNECTICUT DR-4023-CT.	TAS 70-0700	\$10,350	\$21,600	9/12/2011	12/17/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances
306	ALPHAPOINTE ASSOCIATION FOR THE BLIND	OFFICE SUPPLIES IN SUPPORT OF KC CLOSEOUT CENTER	TAS 70-0700	\$7,667	\$7,667	9/12/2011	9/20/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - AUTHORIZED BY STATUTE
307	WASTE MANAGEMENT OF CENTRAL MA	FUNDING FOR ADDITIONAL PICKUP DUE TO RRCC ACTIVATION IN SUPPORT OF HURRICANE IRENE.	TAS 70-0700	\$93	\$2,983	9/13/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44-2
308	BANNER DEMOCRAT	PUBLIC NOTICE FOR EHP - ALL LOUISIANA PARISHES	TAS 70-0700	\$113	\$113	9/13/2011	9/15/2011	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
309	THE NEW YORK TIMES COMPANY	PUBLIC NOTICE ADS FOR EM-3322 AND DR-4015 LOUISIANA FLOODING	TAS 70-0700	\$4,571	\$4,571	9/13/2011	9/19/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
310	ARROWHEAD REALTY CORP	LODGING	TAS 70-0700	\$759,990	\$759,990	9/13/2011	12/31/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
311	CHRONICLE PUBLICATIONS, INC.	PUBLIC NOTICE ADS FOR EM-3322 AND DR-4015 LOUISIANA FLOODING	TAS 70-0700	\$250	\$265	9/14/2011	9/15/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
312	GULF COAST HYDRO VAC	TECHNICAL SERVICES AND VIDEO INSPECTION TO PROVIDE PERTINENT INFORMATION FOR ENGINEER AS AN EXPERT WITNESS TO REVIEW AND REPORT THE CAUSE OF DAMAGES TO MOSS POINT SEWAGE SYSTEM FOR THE ARBITRATION CASE CBCA -2346-FEMA.	TAS 70-0700	\$48,200	\$54,874	9/14/2011	2/29/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
313	SUBURBAN STATIONERS	PURCHASE OF VARIOUS OFFICE SUPPLIES UTILIZED FOR THE INITIAL START UP OF THE JFO IN WINDSOR CT UNDER DR-4023-CT.	TAS 70-0700	\$18,835	\$18,835	9/14/2011	9/19/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
314	DELL MARKETING L.P.	OPTICAL MICE	TAS 70-0700	\$29,997	\$6,523,869	9/14/2011	10/14/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
315	MARRIOTT INTERNATIONAL, INC.	CONFERENCE SPACE FOR REGION X IMAT DEPLOYED IN SUPPORT OF HURRICANE IRENE RESPONSE EFFORTS	TAS 70-0700	\$5,819	\$5,819	9/14/2011	9/14/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
316	NATIONWIDE INFRASTRUCTURE SUPPORT TECHNICAL ASSISTANCE CONSU	THE PURPOSE OF THIS BILATERAL MODIFICATION IS TO PROVIDE FUNDS FOR THE CONTINUATION OF CURRENT COURSE REVIEW AND DEVELOPMENT TASKS AS WELL AS ADDITIONAL PA DISASTER	TAS 70-0700	\$132,150	\$916,965	9/15/2011	6/30/2012	NOT COMPETED - UNSPECIFIED- NO SET ASIDE USED.
317	BANNER DEMOCRAT	PUBLIC NOTICE ADS EM3322 AND DR4015 LOUISIANA FLOODING	TAS 70-0700	\$173	\$173	9/15/2011	9/20/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
318	DAILY ADVERTISER, THE	PUBLIC NOTICE ADS FOR EM-3322 DR-4015 LOUISIANA FLOODING	TAS 70-0700	\$2,356	\$2,356	9/15/2011	9/20/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
319	APPRIQ, INC	INCIDENT SUPPORT POSITIONS	TAS 70-0700	\$293,400	\$293,400	9/16/2011	8/24/2014	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
320	NEW LIGHT TECHNOLOGIES, INC	GIS SERVICES FIELD SUPPORT TO DR-4023-CT (TROPICAL STORM IRENE)	TAS 70-0700	\$11,402	\$11,402	9/16/2011	12/14/2011	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
321	NEW LIGHT TECHNOLOGIES, INC	GIS SERVICES TECHNICAL FIELD SUPPORT TO DR-4030-PA (TROPICAL STORM LEE)	TAS 70-0700	\$12,978	\$12,978	9/16/2011	12/14/2011	NOT AVAILABLE FOR COMPETITION 8(A) SOLE SOURCE - AUTHORIZED BY STATUTE
322	AMERICAN BAR ASSOCIATION	LEGAL SERVICES IN SUPPORT OF DR-1984-SD	TAS 70-0700	\$5,000	\$5,000	9/16/2011	9/24/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
323	CAREERBUILDER GOVERNMENT SOLUTIONS LLC	WEB SITE JOB POSTING NOTICES FOR THE HIRING OF TEMPORARY LABOR FROM THE LOCAL AFFECTED AREA AS A RESULT OF HURRICANE IRENE.	TAS 70-0700	\$3,545	\$3,545	9/16/2011	12/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
324	SUBURBAN STATIONERS	PROVIDE OFFICE SUPPLIES (I.E. SNAP SCANNERS, 8B CASES&2GB MEMORY CARDS) FOR USAGE AT DRCS UNDER DR-4023-CT	TAS 70-0700	\$8,835	\$8,835	9/17/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
325	CHESTERFIELD, COUNTY OF	ARMED GUARD SERVICES FOR THE DR-4024-VA JFO LOCATED IN RICHMOND, VA	TAS 70-0700	\$59,152	\$98,208	9/17/2011	12/18/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
326	CHESTERFIELD, COUNTY OF	ARMED GUARD SERVICES FOR THE DR-4024-VA JFO LOCATED IN RICHMOND, VA.	TAS 70-0700	\$45,360	\$141,327	9/17/2011	12/18/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
327	TOWN OF EAST HAVEN	GUARD SERVICES AT DISASTER RECOVERY CENTER LOCATED AT EAST HAVEN, CT UNDER DR-4023-CT	TAS 70-0700	\$14,069	\$10,716	9/19/2011	10/6/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
328	S&B COMPUTER & OFFICE PRODUCTS INC	FILE CABINETS FOR USE AT JFO	TAS 70-0700	\$11,395	\$11,395	9/19/2011	10/31/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
329	S&B COMPUTER & OFFICE PRODUCTS INC	OFFICE SUPPLIES	TAS 70-0700	\$32,447	\$32,447	9/19/2011	10/31/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
330	GREENWICH, TOWN OF	GUARD SERVICES AT THE DISASTER RECOVERY CENTER (DRC) #2 LOCATED AT WESTERN GREENWICH CIVIC CENTER, 101 FIELD POINT ROAD, GREENWICH, CT, 06836-2540.	TAS 70-0700	\$14,280	\$14,280	9/20/2011	10/2/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
331	TOWN OF GROTON	PROVIDE ARMED GUARD SERVICES AT THE DISASTER RECOVERY CENTER (DRC) #5 LOCATED AT GROTON SENIOR CENTER, GROTON, CT 06836-2540.	TAS 70-0700	\$15,886	\$15,886	9/20/2011	10/9/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
332	ORANGE, TOWN OF	PROVIDE ARMED GUARD SERVICES AT THE DISASTER RECOVERY CENTER (DRC) #9 LOCATED AT HIGH PLAINS COMMUNITY CENTER, ORANGE, CT 06477.	TAS 70-0700	\$19,875	\$19,875	9/20/2011	10/9/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
333	SUBURBAN STATIONERS	PURCHASE OFFICE SUPPLIES/INK TONER TO SUPPORT JFO 4023 CT.	TAS 70-0700	\$26,102	\$26,102	9/20/2011	9/23/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
334	GRANNY'S ALLIANCE, LLC	FLOOR SCRUBBER FOR NY JFO	TAS 70-0700	\$2,250	\$2,250	9/20/2011	9/20/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
335	GRANNY'S ALLIANCE, LLC	LINES PAINTED FOR JFO IN NY	TAS 70-0700	\$2,250	\$2,250	9/20/2011	9/20/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
336	PATERSON, CITY OF	ARMED SECURITY GUARD SERVICES FOR DRC #1 PATERSON MUSEUM, 2 MARKET STREET, PATERSON, NJ 07654-1726	TAS 70-0700	\$15,000	\$15,000	9/20/2011	10/15/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
337	WINBOURNE AND COSTAS, INC.	AV COMPONENTS	TAS 70-0700	\$3,297	\$3,297	9/20/2011	10/31/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
338	CANON U.S.A., INC.	COPIER LEASING AND MAINTENANCE SERVICE TO SUPPORT HURRICANE KATRINA EFFORTS.	TAS 70-0700	\$200,883	\$472,817	9/21/2011	5/31/2014	NON-COMPETITIVE DELIVERY ORDER - NO SET ASIDE USED. - FOLLOW-ON CONTRACT
339	VERENDRYE ELECTRIC COOPERATIVE INC	ESTABLISH ELECTRIC CONNECTIONS AT (50) SITES	TAS 70-0700	\$150,000	\$225,000	9/21/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR
340	YOUNG LAWYERS DIVISION	DISASTER LEGAL SERVICES TO SUPPORT DR-4021-NJ	TAS 70-0700	\$250	\$5,000	9/21/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
341	SHORT CIRCUIT ELECTRONICS, INC.	PORTABLE ALARM SYSTEM	TAS 70-0700	\$3,847	\$3,917	9/21/2011	11/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
342	THE ERA LEADER	PUBLIC NOTICE ADS FOR EHP IN LOCAL NEWSPAPERS FOR EACH PARISH IN LOUISIANA	TAS 70-0700	\$300	\$300	9/21/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
343	PROVIDENCE JOURNAL COMPANY, THE	PROVIDE PUBLIC NOTICE DR-4027-RI PUBLICATION FOR 3 DAYS	TAS 70-0700	\$4,926	\$4,926	9/21/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
344	HIRE QUEST, L.L.C.	GENERAL LABORER SERVICES FOR DR-4024-VA, RICHMOND JFO	TAS 70-0700	\$21,465	\$21,465	9/21/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
345	PACIFIC OFFICE AUTOMATION, INC.	LEASE COPIER	TAS 70-0700	\$1,000	\$3,000	9/21/2011	10/6/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
346	MISSOURI-AMERICAN WATER COMPANY	PROVIDE WATER SERVICE FOR TWO GROUP SITES OVER BY AIRPORT IN WEBB CITY, MO IN RELATION TO JOPLIN DISASTER.	TAS 70-0700	\$6,375	\$379,450	9/23/2011	10/15/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44-2
347	AMERICAN BAR ASSOCIATION	YOUNG LAWYERS	TAS 70-0700	\$5,000	\$5,000	9/23/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - UNIQUE SOURCE
348	PEP VALLEY LLC	CONFERENCE SPACE FOR REGION 10 IMAT DEPLOYED IN RESPONSE TO HURRICANE IRENE RECOVERY EFFORTS	TAS 70-0700	\$15,500	\$47,900	9/23/2011	10/19/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
349	MONROE COUNTY ELECTRIC POWER ASSOCIATION	EXTEND SECURITY LIGHTING FOR A PERIOD OF 1 MONTH.	TAS 70-0700	\$30	\$699	9/26/2011	12/11/2012	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44-2
350	TIGER CORPORATE DIRECT, INC.	MONITORS	TAS 70-0700	\$503	\$503	9/26/2011	10/15/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
351	DATAWATCH SYSTEMS, INC.	RECONNECT AND REWIRE ACCESS CONTROL PANEL AND DOORS AT LAEK MARY FACILITY	TAS 70-0700	\$1,679	\$1,679	9/26/2011	9/30/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION

#	Contractor	Purpose	Appropriation Account	Dollar Award	FY11 Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
352	VERENDRYE ELECTRIC COOPERATIVE INC	PROVIDE ELECTRICAL SERVICE TO FEMA TEMP HOUSING UNIT SITE 9A1, 9A2, 9A3, MINOT ND	TAS 70-0700	\$24,000	\$224,000	9/27/2011	10/15/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44.2
353	EK EXCESSORIES, INC.	ELECTRONIC BADGE PROTECTOR	TAS 70-0700	\$5,676	\$5,676	9/27/2011	10/26/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
354	MINOT, CITY OF (INC)	WATER AND SEWER SERVICE	TAS 70-0700	\$54,500	\$54,500	9/28/2011	10/15/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44.2
355	YOUNG LAWYERS DIVISION	DISASTER LEGAL SERVICES TO SUPPORT DR-4025-PA	TAS 70-0700	\$5,000	\$0	9/28/2011	9/3/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
356	AMERICAN SAMOAN GOVERNMENT	SECURITY GUARD SERVICES	TAS 70-0700	\$44,080	\$218,800	9/28/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
357	First United Methodist Church of Joplin, Inc.	REIMBURSE CHURCH FOR UTILITIES USED BY FEMA DRC	TAS 70-0700	\$1,679	\$1,679	9/29/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - AUTHORIZED BY FAR 101.112
358	VERENDRYE ELECTRIC COOPERATIVE INC	MOD TO ADD ADDITIONAL (25) SITES	TAS 70-0700	\$75,000	\$225,000	9/29/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR 44.2
359	G2I LLC	ADDITIONAL SHREDDING SERVICE IN SUPPORT OF DR-4030-PA AT THE JFO LOCATED IN MARIETTA, GA	TAS 70-0700	\$317	\$3,912	9/29/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
360	HERTZ EQUIPMENT RENTAL CORPORATION	ELECTRICAL EQUIPMENT NEEDED TO STAND UP JFO IN ALBANY, NY	TAS 70-0700	\$7,084	\$7,084	9/29/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Circumstances

#	Contractor	Purpose	Approp. Account	Dollar Award	Firm Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
361	YOUNG LAWYERS DIVISION	DISASTER LEGAL SERVICES TO SUPPORT DR-4030-PA	TAS 70-0700	\$5,000	\$0	9/29/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
362	UNITECH OF VICKSBURG INC	EXTEND LEASE FOR COPIERS AT THE CLINTON MS JFO&DAFO.	TAS 70-0700	\$4,120	\$37,395	9/29/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency
363	BROOKLYN COLLEGE STUDENT SERVICE CORP	REIMBURSE BROOKLYN DRC FOR JANITORIAL, ELECTRICAL, AND OTHER MISC. FEES.	TAS 70-0700	\$1,544	\$1,544	9/29/2011	10/25/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-
364	Anderson Ford, Inc	REPAIR FORD F-150	TAS 70-0700	\$3,150	\$3,150	9/29/2011	10/14/2011	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
365	EMPIRE DISTRICT ELECTRIC COMPANY, THE	ADDITIONAL FUNDING AND POP EXTENSION	TAS 70-0700	\$3,100	\$22,300	9/30/2011	3/29/2012	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR
366	BURLINGTON, CITY OF	WATER, SEWER AND REFUSE COLLECTION SERVICE	TAS 70-0700	\$7,500	\$70,000	9/30/2011	11/30/2011	NOT AVAILABLE FOR COMPETITION NO SET ASIDE USED. - UTILITIES FAR
367	CAPITAL BUSINESS SYSTEMS, INC	TWO ADDITIONAL COPIERS NEEDED AT THE JFO LOCATED IN HARRISBURG, PA IN SUPPORT OF DR-4030-PA	TAS 70-0700	\$1,550	\$7,330	9/30/2011	9/30/2012	NOT COMPETED - NO SET ASIDE USED. - MICRO PURCHASE THRESHOLD
368	OLD SAYBROOK TOWN OF	GUARD SERVICES FOR DISASTER RECOVERY CENTER (DRC) #4 LOCATED AT OLD SAYBROOK POLICE DEPARTMENT, OLD SAYBROOK, CT UNDER DR-4023-CT.	TAS 70-0700	\$12,000	\$12,000	9/30/2011	9/30/2011	NOT COMPETED - NO SET ASIDE USED. - Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
369	DEAF & HEARING SERVICES OF LANCASTER COUNTY	VIDEO RELAY ASL INTERPRETATION SERVICES FOR SURVIVOR APPLICANTS WITH HEARING DISABILITY IN SUPPORT DR-4030-0700	TAS 70-0700	\$4,050	\$4,050	10/4/2011	10/31/2011	NOT COMPETED Unusual and Compelling Urgency
370	SUBURBAN STATIONERS	CONNECTICUT, HURRICANE - PURCHASE OFFICE SUPPLIES (INK&TONER) IN SUPPORT OF WINDSOR CT JFO UNDER DR-4023-0700	TAS 70-0700	\$3,655	\$3,655	10/6/2011	10/10/2011	NOT COMPETED Unusual and Compelling Urgency
371	FSTOP PUBLICATIONS, LLC	MISSOURI, SEVERE STORM(S) - PUBLICATION	TAS 70-0700	\$80	\$80	10/6/2011	10/31/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
372	SUFFOLK FIRE RESCUE AND EMERGENCY SERVICES	REIMBURSE FOR CLAIM AT DRC #12, FOR DR-4020-NY	TAS 70-0700	\$8,164	\$8,164	10/7/2011	10/7/2011	NOT COMPETED UNIQUE SOURCE
373	CITY OF BILOXI	MISSISSIPPI, HURRICANE - MODIFICATION TO ADD FUNDS TO PAY OUTSTANDING INVOICES FOR WATER AND SEWER SERVICE FEES INCURRED BETWEEN 9-22-2006 AND 9-30-2009 FOR TEMPORARY HOUSING UNITS LOCATED IN EMERGENCY GROUP SITES WITHIN THE CITY	TAS 70-0700	\$18,955	\$126,181	10/7/2011	10/22/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
374	MASON SECURITY NETWORK, INC.	KENTUCKY, SEVERE STORM(S) - THIS MODIFICATION IS DONE FOR ADDITION FUNDING FOR GUARD	TAS 70-0700	\$15,346	\$58,543	10/7/2011	11/4/2011	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL

#	Contractor	Purpose	Approp. Account	Dollar Award	FBI Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
375	CAREERBUILDER GOVERNMENT SOLUTIONS LLC	NEW YORK, HURRICANE - WEB SITE JOB POSTING NOTICES FOR THE LOCAL HIRING OF TEMPORARY LABOR FROM THE LOCAL AFFECTED AREA AS A RESULT OF HURRICAN IRENE.	TAS 70-0700	\$3,545	\$3,545	10/8/2011	11/30/2011	NOT COMPETED UNDER SIMPLIFIED ACQ.PROC (SAP)
376	AMERICAN BAR ASSOCIATION	NEW YORK, HURRICANE - IMPLEMENT LEGAL DISASTER SERVICES	TAS 70-0700	\$5,000	\$5,000	10/8/2011	9/30/2012	NOT COMPETED UNDER SIMPLIFIED ACQ.PROC (SAP)
377	AMERICAN BAR ASSOCIATION	NEW YORK, TROPICAL STORM - IMPLEMENT LEGAL DISASTER SERVICES FOR DR-4031-NY	TAS 70-0700	\$5,000	\$5,000	10/8/2011	9/30/2012	NOT COMPETED UNDER SIMPLIFIED ACQ.PROC (SAP)
378	VIRGIN ISLANDS WATER & POWER AUTHORITY	VIRGIN ISLANDS, SEVERE STORM(S) THE PURPOSE OF THIS PURCHASE ORDER IS TO ACQUIRE ELECTRICAL SERVICES TO SUPPORT DISASTER OPERATIONS AT THE OPERATING FACILITY LOCATED AT BUNKER.	TAS 70-0700	\$2,000	\$2,000	10/10/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
379	BLACK HAWK SHIPPING ENTERPRISES INC	VIRGIN ISLANDS, SEVERE STORM(S) THE PURPOSE OF THIS PURCHASE ORDER IS TO ACQUIRE SHIPPING SERVICES TO SUPPORT DISASTER OPERATIONS IN SUPPORT OF DR1948.	TAS 70-0700	\$2,000	\$2,000	10/10/2011	9/30/2012	NOT COMPETED UNDER SIMPLIFIED ACQ.PROC (SAP)
380	J.E. DUNN CONSTRUCTION COMPANY	PURCHASE AND INSTALLATION OF LOCKS FOR FEMA OFFICE	TAS 70-0700	\$8,355	\$8,355	10/11/2011	12/11/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
381	EMPIRE DISTRICT ELECTRIC COMPANY, THE	MISSOURI, SEVERE STORM(S) - EXERCISE OPTION YEAR 1.	TAS 70-0700	\$79,400	\$854,576	10/12/2011	10/15/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
382	MISSOURI-AMERICAN WATER COMPANY	MISSOURI, SEVERE STORM(S) - EXERCISE OPTION YEAR 1.	TAS 70-0700	\$39,700	\$379,450	10/12/2011	10/15/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
383	AMERICAN BAR ASSOCIATION	MISSOURI, FLOODING - DISASTER LEGAL SERVICES FOR DR-1980-MO	TAS 70-0700	\$534	\$5,000	10/12/2011	10/10/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE and 8(a)
384	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - ELECTRIC SERVICE	TAS 70-0700	\$20,000	\$18,600	10/12/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
385	HOUSTON CHRONICLE	TEXAS, WILDFIRES - PUBLIC NOTICE IN SUPPORT OF TEXAS "WILDFIRES" FOR DISASTER 4029.	TAS 70-0700	\$5,674	\$5,674	10/13/2011	10/31/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
386	VIRGINIA PRESS ASSOCIATION, THE	VIRGINIA, HURRICANE - PUBLICATION OF PUBLIC NOTICE TO SUPPORT DR-4024-VIA	TAS 70-0700	\$3,992	\$4,672	10/14/2011	10/22/2011	NOT COMPETED Unusual and Compelling Urgency
387	CHRONICLE PUBLICATIONS, INC.	LOUISIANA, HURRICANE - PUBLIC NOTICE AFFIDAVIT FOR ADS	TAS 70-0700	\$15	\$265	10/14/2011	10/20/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
388	CATAHOULA NEWS BOOSTER INC	PUBLIC NOTICES FOR EHP - KATRINA 1603	TAS 70-0700	\$250	\$250	10/17/2011	10/20/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
389	OFFICE SYSTEMS OF VERMONT, INC.	VERMONT, HURRICANE - LEASE OF COPIERS AND FAX MACHINES FOR ACO	TAS 70-0700	\$3,800	\$48,452	10/18/2011	10/13/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAB)
390	NEW JERSEY PRESS SERVICE	NEWSPAPER ADS.	TAS 70-0700	\$2,953	\$2,953	10/18/2011	11/5/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
391	TELTEX INC	PENN., TROPICAL STORM - SPECIAL NEED DEVICES TO SUPPORT PHYSICALLY CHALLENGED SURVIVOR APPLICANTS OF DR-4024-VIA	TAS 70-0700	\$3,646	\$3,646	10/18/2011	10/22/2011	NOT COMPETED Unusual and Compelling Urgency
392	VIRGINIA PRESS ASSOCIATION, THE	VIRGINIA, HURRICANE - PUBLICATION OF PUBLIC NOTICE TO SUPPORT DR-4024-VIA	TAS 70-0700	\$680	\$4,672	10/18/2011	10/22/2011	NOT COMPETED Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
393	BT RENTALS	ALABAMA, SEVERE STORM(S) - ADDITIONAL FUNDING AND EXTEND THE PERIOD OF PERFORMANCE	TAS 70-0700	\$700	\$11,200	10/18/2011	10/18/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
394	ADVANCED TECHNOLOGY COMPUTERS, INC.	OREGON, SEVERE STORM(S) - INSTALL CAT 6 CABLES	TAS 70-0700	\$26,730	\$42,078	10/18/2011	11/4/2011	NOT COMPETED UNDER SAP AUTHORIZED BY STATUTE and 8(a)
395	TRAPOLIN ARCHITECTS PC	MISSISSIPPI, HURRICANE - FUNDING FOR EXPERT WITNESS TO PERFORM A SITE VISIT AT ST. STANISLAUS TO INSPECT THE STRUCTURAL MEMBERS OF THE COLLEGE LIBRARY BUILDING AND THE OLD GYM BUILDING. PERFORM CALCULATIONS OF THE STRUCTURAL MEMBERS. REVIEW ECM (PA APPLIC	TAS 70-0700	\$19,844	\$59,844	10/18/2011	12/31/2011	NOT COMPETED MOBILIZATION, ESSENTIAL R&D
396	PEP VALLEY LLC	MARYLAND, HURRICANE - CONFERENCE SPACE FOR REGION 10 IMAT DEPLOYED IN RESPONSE TO HURRICANE IRENE RECOVERY	TAS 70-0700	\$6,000	\$47,900	10/19/2011	10/19/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
397	BROWN, CINDI L	INTERPRETER/TRANSLATOR SERVICE FOR DR-4030-PA	TAS 70-0700	\$2,400	\$2,400	10/19/2011	11/18/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
398	ALEXANDRIA DAILY TOWN TALK	PUBLIC NOTICES FOR EHP	TAS 70-0700	\$4,146	\$8,292	10/19/2011	10/25/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
399	BROOKINGS, COUNTY OF	SOUTH DAKOTA, FLOOD - MODIFICATION TO INCREASE FUNDING AND EXTEND THE PERIOD OF PERFORMANCE FOR ARMED GUARD SERVICE TO SUPPORT DR-	TAS 70-0700	\$20,000	\$56,400	10/19/2011	11/30/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
400	NIAGARA MOHAWK POWER CORPORATION	NEW YORK, HURRICANE - INSTALLATION OF ELECTRIC POWER SERVICE TO TEMPORARY OFFICE TRAILER AT FEMA STAGING AREA @ COBLESKILL, NY IN SUPPORT OF DR-	TAS 70-0700	\$11,567	\$11,567	10/20/2011	10/28/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
401	BUFORD CONSTRUCTION COMPANY, INC.	MISSISSIPPI, FLOOD - EXTEND POP AND ADD FUNDING DUE TO CR	TAS 70-0700	\$360	\$11,460	10/20/2011	11/18/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
402	CHRONICLE AND DEMOCRAT VOICE	TEXAS, WILDFIRES URGENT AND COMPELLING NEED IN SUPPORT OF TEXAS "WILDFIRES" DR-4029-TX.	TAS 70-0700	\$220	\$220	10/20/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
403	JIMMYE TAYLOR	TEXAS, WILDFIRES URGENT AND COMPELLING NEED IN SUPPORT OF TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$214	\$214	10/20/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
404	LYNN COUNTY NEWS, INC	TEXAS, WILDFIRES URGENT AND COMPELLING IN SUPPORT OF TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$251	\$251	10/20/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
405	MOTLEY COUNTY TRIBUNE	TEXAS, WILDFIRES URGENT AND COMPELLING IN SUPPORT OF TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$175	\$175	10/20/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
406	THE CASTOR COUNTY NEWS	TEXAS, WILDFIRES URGENT AND COMPELLING IN SUPPORT OF TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$302	\$330	10/20/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
407	THROCKMORTON TRIBUNE	TEXAS, WILDFIRES URGENT AND COMPELLING IN SUPPORT OF TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$402	\$402	10/20/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
408	LONGHORN OFFICE PRODUCTS, INC.	TEXAS, WILDFIRES URGENT AND COMPELLING IN SUPPORT OF TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$3,070	\$3,070	10/20/2011	11/11/2011	NOT COMPETED Unusual and Compelling Urgency
409	PANHANDLE HERALD WHITE DEER NEW	TEXAS, WILDFIRES URGENT AND COMPELLING IN SUPPORT OF THE TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$302	\$302	10/20/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
410	LAMESA PRESS REPORTER	TEXAS, WILDFIRES URGENT AND COMPELLING IN SUPPORT OF TEXAS "WILDFIRES" DR 4029.	TAS 70-0700	\$302	\$302	10/21/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
411	VERENDRYE ELECTRIC COOPERATIVE INC	NORTH DAKOTA, FLOOD - PROVIDE ELECTRICAL SERVICE TO FEMA TEMP HOUSING UNIT SITE 9A1, 9A2, 9A3, MINOT ND	TAS 70-0700	\$200,000	\$224,000	10/21/2011	11/5/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
412	MINOT, CITY OF (INC)	NORTH DAKOTA, FLOOD - WATER AND SEWER SERVICE	TAS 70-0700	\$54,500	\$109,000	10/21/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
413	COLUMBIA PROPERTY MANAGERS	PENNSYLVANIA, TROPICAL STORM - LEASE OF MOBILE HOME PAD LOTS IN SUPPORT OF DR 4030-PA HOUSING MISSION	TAS 70-0700	\$48,000	\$142,400	10/22/2011	10/31/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
414	BURLINGTON, CITY OF	NORTH DAKOTA, FLOOD - WATER, SEWER AND REFUSE COLLECTION SERVICE	TAS 70-0700	\$7,500	\$70,000	10/22/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
415	VERENDRYE ELECTRIC COOPERATIVE INC	NORTH DAKOTA, FLOOD - ELECTRICAL SERVICE PROVIDED (LOCAL)	TAS 70-0700	\$2,000	\$17,750	10/24/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
416	ENTERGY GULF STATES LOUISIANA, L.L.C.	LOUISIANA, HURRICANE - ELECTRIC AND GAS UTILITY	TAS 70-0700	\$75,500	\$176,000	10/24/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
417	ENTERGY GULF STATES LOUISIANA, L.L.C.	LOUISIANA, HURRICANE - ELECTRICAL SERVICES HURRICANE KATRINA RELIEF EFFORTS	TAS 70-0700	\$120,000	\$590,000	10/24/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
418	MONROE COUNTY ELECTRIC POWER ASSOCIATION	MISSISSIPPI, SEVERE STORM(S) MOD TO EXTENDED POP END DATE TO 11/18/11 AND TO ADD FUNDING FOR LIGHTS.	TAS 70-0700	\$9	\$699	10/25/2011	11/18/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
419	LAVADA'S PARK	MISSISSIPPI, SEVERE STORM(S) MODIFICATION TO EXTEND THE POP AND FOR ADDITIONAL FUNDING	TAS 70-0700	\$450	\$9,390	10/25/2011	11/18/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
420	ON-SITE INFORMATION DESTRUCTION INC	IOWA, FLOODING - SHREDDING SERVICE FOR DR-1998-1A	TAS 70-0700	\$180	\$810	10/25/2011	12/30/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
421	VERENDRYE ELECTRIC COOPERATIVE INC	NORTH DAKOTA, FLOOD - ELECTRIC UTILITIES	TAS 70-0700	\$80,400	\$787,400	10/25/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
422	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - PROVIDE ELECTRIC UTILITIES	TAS 70-0700	\$50,000	\$0	10/25/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
423	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - PROVIDE ELECTRICAL UTILITIES	TAS 70-0700	\$13,600	\$163,200	10/25/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
424	WYOMING, COUNTY OF	WEST VIRGINIA, FLOOD - ADDITIONAL FUNDING TO PROVIDE PROVIDE WATER SERVICES FOR MH UNIT FOR 18 MONTHS	TAS 70-0700	\$1,200	\$3,900	10/26/2011	2/25/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
425	WASTE MANAGEMENT OF WEST VIRGINIA, INC	WEST VIRGINIA, SEVERE STORM(S) MODIFICATION TO EXTEND POP THROUGH 2/1/2012. WASTE MANAGEMENT / REFUSE COLLECTION FOR RA WEST, PARK MANOR, AND WILLIS COURT MOBILE HOME PARKS IN WV. THESE SERVICES ARE IN SUPPORT OF THE DR-1838-WV DIRECT HOUSING MISSION	TAS 70-0700	\$5,194	\$21,110	10/26/2011	2/1/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
426	CANON U.S.A., INC	CALIFORNIA, FIRE - 2525 - EQUIPMENT OPERATION / MAINTENANCE	TAS 70-0700	\$2,836	\$45,510	10/26/2011	11/10/2011	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL
427	SHRED IT NEW ORLEANS INC	MISSISSIPPI, SEVERE STORM(S) MOD TO AND FUNDING FOR DOCUMENT SHREDDING SERVICES AND TO CHANGE THE POP	TAS 70-0700	\$75	\$4,275	10/27/2011	11/18/2011	NOT COMPETED Unusual and Compelling Urgency
428	UNITECH OF VICKSBURG INC	MISSISSIPPI, SEVERE STORM(S) MOD TO CHANGE POP TO END 11/18/11 AND ADD FUNDING	TAS 70-0700	\$275	\$37,395	10/27/2011	11/18/2011	NOT COMPETED Unusual and Compelling Urgency
429	PRISMWORKS TECHNOLOGY INC	PENNSYLVANIA, TROPICAL STORM - SCANNERS TO SUPPORT DR-4030-PA	TAS 70-0700	\$18,725	\$18,725	10/28/2011	11/18/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
430	CINTAS DOCUMENT MANAGEMENT INC	CALIFORNIA, EARTHQUAKE - SHREDDER SERVICE FOR THE FEMA SO. CALIF. AREA FIELD OFFICE	TAS 70-0700	\$1,200	\$1,200	10/28/2011	9/30/2012	NOT COMPETED MICRO PURCHASE THRESHOLD

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
431	ALLTECH, INC.	DISASTER ASSISTANCE - BOC 2592 INCREASE THE ESTIMATE	TAS 70-0700	\$319,127	\$3,858,549	10/28/2011	3/31/2012	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL
432	SHRED IT NEW ORLEANS INC	MISSISSIPPI, SEVERE STORM(S) MOD TO AND FUNDING FOR DOCUMENT SHREDDING SERVICES AND TO CHANGE THE POP TO 11-18-11 AND TO CHANGE SERVICE LOCATION TO 1 MEMA DR. PEARL MS.39208.	TAS 70-0700	\$330	\$4,275	10/31/2011	11/18/2011	NOT COMPETED Unusual and Compelling Urgency
433	EMPIRE DISTRICT ELECTRIC COMPANY, THE	MISSOURI, SEVERE STORM(S) - ADDITIONAL FUNDING AND POP EXTENSION	TAS 70-0700	\$3,100	\$22,300	10/31/2011	3/31/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
434	SHREDDING SOLUTIONS INC	NEBRASKA, FLOODING - SHREDDING SERVICES FOR NEBRASKA JFO FOR FM3333NE	TAS 70-0700	\$462	\$1,415	11/1/2011	11/18/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
435	MID-ATLANTIC NEWSPAPER SERVICES, INC.	PENNSYLVANIA, TROPICAL STORM - FEDERAL PUBLIC NOTICES PUBLISHED IN LOCAL NEWSPAPERS	TAS 70-0700	\$11,006	\$11,006	11/4/2011	11/5/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
436	AMERICAN BAR ASSOCIATION	IOWA, FLOODING - DISASTER LEGAL SERVICES	TAS 70-0700	\$5,000	\$5,000	11/4/2011	11/3/2012	NOT COMPETED UNIQUE SOURCE
437	BAILEY, KEENLANCE & ASSOCIATES	MISSISSIPPI, HURRICANE - COURT REPORTER TO RECORD AND TRANSCRIBE A DEPOSITION TRANSCRIPT FOR EEOC HEARING 420-2010-001119X.	TAS 70-0700	\$2,500	\$902	11/4/2011	11/30/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
438	ALPHAPOINTE ASSOCIATION FOR THE BLIND	BPA FOR OFFICE SUPPLIES AND MISC. ITEMS	TAS 70-0700	\$7,500	\$15,000	11/4/2011	4/13/2012	NOT COMPETED UNDER SAP AUTHORIZED BY STATUTE and 8(a)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
439	YOUNG LAWYERS DIVISION	NEW JERSEY, HURRICANE - MODIFICATION TO ADD FUNDING FOR DISASTER LEGAL SERVICES TO SUPPORT DR-4021-NJ	TAS 70-0700	\$4,750	\$5,000	11/7/2011	9/30/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
440	NIAGARA MOHAWK POWER CORPORATION	NEW YORK, HURRICANE - PROVIDE ELECTRIC SERVICE TO OFFICE TRAILER AT FEMA'S THU STAGING AREA	TAS 70-0700	\$6,000	\$6,000	11/8/2011	5/7/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
441	GRAYBAR ELECTRIC COMPANY, INC	ALABAMA, SEVERE STORM(S) - ADD FUNDING FOR OUTSTANDING INVOICES	TAS 70-0700	\$6,513	\$26,513	11/8/2011	11/8/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
442	ADVANCED OFFICE SYSTEMS, INC.	CALIFORNIA, FIRE - PREVENTATIVE MAINTENANCE AGREEMENT FOR ELECTRONIC FILING SYSTEMS	TAS 70-0700	\$3,610	\$3,610	11/9/2011	11/30/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
443	COBLESKILL, VILLAGE OF	NEW YORK, HURRICANE - WATER AND SEWER SERVICE FOR COBLESKILL, NY STAGING AREA OFFICE TRAILER IN SUPPORT OF DR-4020-NY	TAS 70-0700	\$1,000	\$1,000	11/10/2011	1/6/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
444	AMERICAN BEST CARRIER, LLC	LOUISIANA, HURRICANE - RESTORATION OF FUNDS FOR THE PAYMENT OF INVOICES. DR-1603-LA.	TAS 70-0700	\$14,999	\$25,248	11/14/2011	11/14/2012	NOT COMPETED UNDER SAP Statutory Exception to Fair Opportunity
445	ALPHAPOINTE ASSOCIATION FOR THE BLIND	KANSAS, SEVERE STORMS, STRAIGHT-LINE WINDS, TORNADOES, AND FLOODING - GENERAL OFFICE SUPPLIES FOR 144-0000	TAS 70-0700	\$6,439	\$6,439	11/14/2011	11/30/2011	NOT AVAILABLE FOR COMPETITION MICRO PURCHASE THRESHOLD
446	U-HAUL INTERNATIONAL, INC.	RENTAL OF U-HAUL TO MOVE EQUIPMENT FROM STORAGE FACILITY TO TEMPORARY OFFICE	TAS 70-0700	\$200	\$0	11/14/2011	11/15/2011	NOT COMPETED Unusual and Compelling Urgency
447	SIXTH AVENUE OUTFITTERS	PURCHASE OF COLD WEATHER GEAR TO SUPPORT PERSONNEL	TAS 70-0700	\$2,099	\$2,099	11/14/2011	11/30/2011	NOT COMPETED Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
448	ON CALL COMMUNICATIONS INC	NEW YORK, HURRICANE - EXTEND 2 CHANNELS FOR 2 WEEKS	TAS 70-0700	\$20,000	\$733,500	11/14/2011	11/16/2011	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL
449	R. S. MEANS COMPANY LLC	NEW YORK, HURRICANE - PURCHASE OF RS MEANS "COST WORKS" CDS	TAS 70-0700	\$8,624	\$8,624	11/15/2011	11/30/2011	NOT COMPETED PATENT/DATA RIGHTS
450	RECREATIONAL EQUIPMENT, INC.	PURCHASE OF DUFFEL BAGS FOR COLD WEATHER GEAR FOR PDA PERSONNEL	TAS 70-0700	\$1,485	\$1,485	11/15/2011	11/30/2011	NOT COMPETED Unusual and Compelling Urgency
451	GCI COMMUNICATION CORP.	ACTIVATION OF GCI WIRELESS PHONES FOR USE BY PDA PERSONNEL DEPLOYED IN THE FIELD	TAS 70-0700	\$420	\$5,317	11/16/2011	12/16/2011	NOT COMPETED Unusual and Compelling Urgency
452	NORMAN WOLGIN WAVERLY & MANAGEMENT	MODIFICATION TO ADD FUNDS FOR OVERTIME UTILITY SERVICES	TAS 70-0700	\$9,825	\$25,825	11/18/2011	1/9/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
453	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - INSTALLATION OF TRANSFORMERS AND PROVIDE ELECTRICAL SERVICE	TAS 70-0700	\$3,860	\$4,100	11/18/2011	11/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
454	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - PROVIDE ELECTRIC UTILITIES	TAS 70-0700	\$92,400	\$92,400	11/18/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
455	PEP VALLEY LLC	MARYLAND, TROPICAL STORM - CONFERENCE SPACE FOR REGION 10 IMAT DEPLOYED IN RESPONSE TO HURRICANE IRENE RECOVERY EFFORTS.	TAS 70-0700	\$6,000	\$47,900	11/19/2011	2/2/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
456	AMERICAN BAR ASSOCIATION	MISSOURI, FLOODING - INCREMENTAL FUNDING.	TAS 70-0700	\$4,466	\$5,000	11/19/2011	10/10/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE and 8(a)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Firm Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
457	G2J LLC	PENNSYLVANIA, HURRICANE - EXTEND POP AND ADD FUNDING FOR SHREDDING SERVICE IN SUPPORT OF DR-4030-PA AT THE JFO LOCATED IN	TAS 70-0700	\$476	\$3,912	11/25/2011	12/16/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
458	GOOSENECK IMPLEMENT COMPANY	NORTH DAKOTA, FLOOD - THE PURPOSE OF THIS MODIFICATION IS TO INCREASE FUNDING TO EXTEND THE PERIOD OF PERFORMANCE.	TAS 70-0700	\$5,000	\$27,600	11/25/2011	12/31/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
459	CAPITAL CITY PRESS, L.L.C.	LOUISIANA, TROPICAL STORM - PUBLIC NOTICE FOR DISASTER DECLARATION DR-4041-LA	TAS 70-0700	\$9,949	\$9,949	11/25/2011	11/30/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
460	FISH AND GAME, IDAHO DEPT OF	IDAHO, SEVERE STORM(S) - FISH&GAME ENDANGERED SPECIES DATASET	TAS 70-0700	\$5,000	\$5,000	11/28/2011	9/30/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
461	AMERICAN BAR ASSOCIATION	VIRGINIA, EARTHQUAKE - LEGAL SERVICES FOR DR-4042-VA	TAS 70-0700	\$5,000	\$0	11/28/2011	11/4/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
462	HEWLETT-PACKARD COMPANY	LOUISIANA, HURRICANE - STORAGE WORKS TAPE AUTOLOADER DRIVE PART	TAS 70-0700	\$3,919	\$3,919	11/28/2011	12/31/2012	NOT COMPETED BRAND NAME DESCRIPTION
463	HOUMA COURIER NEWSPAPERS	PUBLIC NOTICE FOR DR-4041 LA	TAS 70-0700	\$5,929	\$5,929	11/28/2011	11/30/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
464	GULF COAST BUSINESS SUPPLY COMPANY	MISSISSIPPI, HURRICANE - PURCHASE OF 40 CASES OF 30% RECYCLED COPIER PAPER TO RE-STOCK THE MISSISSIPPI RECOVERY OFFICE SUPPLY ROOM.	TAS 70-0700	\$1,460	\$1,460	11/28/2011	12/2/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
465	MINOT ELECTRIC INC	NORTH DAKOTA, FLOOD - INSTALL ELECTRICAL DROPS AND PANELS FOR STAGING AREA OFFICE TRAILERS.	TAS 70-0700	\$5,535	\$8,000	11/29/2011	12/15/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	FY11 Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
466	CAPITAL BUSINESS SYSTEMS, INC	PENNSYLVANIA, TROPICAL STORM MODIFICATION TO ADD FUNDING FOR OVERAGE CHARGES AND STAPLES.	TAS 70-0700	\$200	\$2,388	11/30/2011	12/16/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
467	TRIDENT ENGINEERING AND PROCUREMENT, P.C.	PENNSYLVANIA, HURRICANE - MODIFICATION TO EXTEND POP AND ADD FUNDING.	TAS 70-0700	\$965	\$9,815	11/30/2011	12/16/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
468	CAPITAL BUSINESS SYSTEMS, INC	PENNSYLVANIA, HURRICANE - MODIFICATION TO EXTEND POP AND ADD FUNDING.	TAS 70-0700	\$1,075	\$11,345	11/30/2011	12/16/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
469	CAPITAL BUSINESS SYSTEMS, INC	PENNSYLVANIA, TROPICAL STORM - MODIFICATION TO ADD FUNDING FOR OVERAGES AND STAPLES.	TAS 70-0700	\$650	\$7,330	11/30/2011	12/31/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
470	OFFICE SYSTEMS OF VERMONT, INC.	VERMONT, HURRICANE - ADD FUNDING AND DELETE ITEMS FOR LEASE OF COPIERS AND FAX MACHINES FOR AFO	TAS 70-0700	\$15,350	\$48,452	12/1/2011	10/13/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
471	NIAGARA MOHAWK POWER CORPORATION	NEW YORK, HURRICANE - PROVIDE HIGH SODIUM FLOOD LIGHTS	TAS 70-0700	\$399	\$399	12/1/2011	4/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
472	STEVEN JAMES PROPERTIES, LLC	NORTH DAKOTA, FLOOD - RENTAL OF 7 MOBILE HOME PARK PADS	TAS 70-0700	\$145,200	\$150,000	12/1/2011	11/18/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
473	TRUEBLUE, INC.	NEW JERSEY, HURRICANE - MODIFICATION TO ADD FUNDS FOR TRANSPORTATION COSTS AND PAYMENT OF FINAL INVOICE.	TAS 70-0700	\$300	\$20,300	12/2/2011	12/17/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
474	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - UTILITIES	TAS 70-0700	\$1,225	\$32,025	12/2/2011	11/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
475	DOLAN COMPANY, THE	LOUISIANA, TROPICAL STORM PUBLIC NOTICE FOR DISASTER DR-4041	TAS 70-0700	\$3,835	\$3,835	12/2/2011	12/8/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
476	PRATTSVILLE FIRE DISTRICT	NEW YORK, HURRICANE - FULL SERVICE AGREEMENT TO PROVIDE FEMA PERSONNEL A BASE OF OPERATIONS	TAS 70-0700	\$7,800	\$7,800	12/5/2011	6/4/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
477	EMPIRE DISTRICT ELECTRIC COMPANY, THE	MISSOURI, SEVERE STORM(S) - ADDITIONAL FUNDING	TAS 70-0700	\$3,100	\$22,300	12/5/2011	3/31/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
478	ALARM CENTER, INC.	WASHINGTON, FLOOD - ALARM MONITORING SERVICES	TAS 70-0700	\$70	\$70	12/5/2011	12/15/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
479	ON CALL COMMUNICATIONS INC	PENNSYLVANIA, TROPICAL STORM SUPPORT MCOV WITH SATELLITE SERVICE FOR 2 WEEKS	TAS 70-0700	\$10,000	\$733,500	12/6/2011	12/21/2011	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL
480	VIRGINIA SHREDDERS, INC.	VIRGINIA, HURRICANE - PROVISION OF SHREDDING BINS AND SHREDDING SERVICES FOR DR-4024, RICHMOND, VA	TAS 70-0700	\$500	\$2,000	12/7/2011	1/31/2012	NOT COMPETED UNIQUE SOURCE
481	GCI CABLE INC	ALASKA, ICE JAM AND FLOODING - EXTEND PHONE SERVICE	TAS 70-0700	\$1,183	\$1,403	12/7/2011	12/22/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
482	NEW YORK STATE ELECTRIC & GAS CORPORATION	NEW YORK, TROPICAL STORM - POWER UPGRADE TO ACCOMMODATE TMU	TAS 70-0700	\$66,532	\$66,532	12/8/2011	1/3/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
483	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - ELECTRICAL UTILITY PROVIDER	TAS 70-0700	\$1,400	\$241,400	12/8/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
484	ADVANCED TECHNOLOGY COMPUTERS, INC.	ALASKA, FLOOD - INSTALL CAT 6 CABLES	TAS 70-0700	\$15,348	\$42,078	12/8/2011	12/23/2011	NOT COMPETED UNDER SAP AUTHORIZED BY STATUTE and REG

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
485	SHARP ELECTRONICS CORPORATION C/O SHARP BUS SYSTEM SEATTLE	WASHINGTON, SEVERE STORM(S) COLOR COPIER MAINTENANCE	TAS 70-0700	\$400	\$1,400	12/8/2011	9/30/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
486	INTERNATIONAL ASSOCIATION OF EMERGENCY MANAGERS INC	MEMBERSHIP TO IAEM IN ORDER FOR FCO'S TO GET CERTIFIED EMERGENCY MANAGERS (CEM) CERTIFICATION.	TAS 70-0700	\$7,650	\$7,650	12/8/2011	12/6/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
487	TRUSTEES OF INDIANA UNIVERSITY	NEW YORK, HURRICANE - INSTRUCTOR FOR COURSE L313 MAZUS-MH AND L172 HAZUS-MH FOR FLOODS	TAS 70-0700	\$7,775	\$7,775	12/9/2011	12/16/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE and 8(a)
488	SCHOHARIE, COUNTY OF	NEW YORK, HURRICANE - ARMED POLICE SECURITY SERVICE	TAS 70-0700	\$149,985	\$299,970	12/9/2011	3/20/2012	NOT COMPETED Unusual and Compelling Urgency
489	NEW YORK STATE ELECTRIC & GAS CORPORATION	NEW YORK, TROPICAL STORM - ELECTRIC POWER UPGRADE REQUIRED FOR MHPS WHERE THUS ARE POSITIONED.	TAS 70-0700	\$115,030	\$115,030	12/9/2011	12/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
490	MOORE COMMUNITIES	MISSISSIPPI, FLOOD - EXERCISE THREE MONTHS OF OPTION PERIOD 2 TO EXTEND THE CONTRACT PERIOD OF PERFORMANCE FROM 12-01-2011 THROUGH 2-29-2012.	TAS 70-0700	\$20,999	\$103,288	12/9/2011	2/29/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
491	ON-SITE INFORMATION DESTRUCTION INC	IOWA, FLOODING - SHREDDING SERVICE FOR DR-1998-IA	TAS 70-0700	\$90	\$810	12/9/2011	12/30/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
492	NEW YORK STATE ELECTRIC & GAS CORPORATION	ELECTRICAL UPGRADES TO MHP TO ENSURE PROPER SERVICE TO TMH.	TAS 70-0700	\$61,327	\$61,327	12/10/2011	12/30/2011	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
493	IDENTIX INCORPORATED	NEW YORK, HURRICANE - PURCHASE OF 2 FINGERPRINT CARD PRINTERS TO REPLACE UNITS BORROWED FROM HQ.	TAS 70-0700	\$3,144	\$3,144	12/13/2011	12/30/2011	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
494	VERENDRYE ELECTRIC COOPERATIVE INC	NORTH DAKOTA, FLOOD - PROVIDE ELECTRICAL SERVICE TO FEMA TEMP HOUSING UNIT SITES 9A1, 9A2, 9A3 AND 8 IN MINOT ND	TAS 70-0700	\$20,000	\$244,000	12/13/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
495	ENVISION XPRESS, INC.	NORTH DAKOTA, FLOOD - CLASSIFICATION FOLDERS, 6-PART, LETTER SIZE	TAS 70-0700	\$2,831	\$2,831	12/13/2011	12/22/2011	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE and 8(a)
496	AKAMAI TECHNOLOGIES, INC.	WEB BASED PRODUCT AND SUPPORT SERVICES.	TAS 70-0700	\$159,759	\$159,759	12/13/2011	12/14/2012	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL
497	UNITED PARCEL SERVICE, INC (OH)	UPS SERVICE - NEW GSA DELIVERY ORDER FOR FY11.	TAS 70-0700	\$2,500	\$37,500	12/13/2011	2/26/2012	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL
498	ATHENS TOWNSHIP	PENNSYLVANIA, TROPICAL STORM - SEWER UTILITY FOR AUSTIN COMMUNITY PARK	TAS 70-0700	\$27,040	\$27,040	12/13/2011	12/31/2013	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
499	AQUA AMERICA, INC.	PENNSYLVANIA, TROPICAL STORM - WATER UTILITY FOR THE AUSTIN COMMUNITY PARK. POP THRU 4/2012.	TAS 70-0700	\$15,600	\$15,600	12/13/2011	4/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
500	NSTAR ELECTRIC COMPANY	MASSACHUSETTS, HURRICANE - ELECTRICAL SERVICES FOR FRC, MAYNARD, MA. FUNDING ACTION AND CHANGE POP	TAS 70-0700	\$10,000	\$149,770	12/14/2011	10/8/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
501	NEW LIGHT TECHNOLOGIES, INC	MISSOURI, SEVERE STORM(S) - GIS SERVICES	TAS 70-0700	\$16,550	\$33,049	12/14/2011	5/24/2012	NOT AVAILABLE FOR COMPETITION AUTHORIZED BY STATUTE and 8(a)
502	MOUNTAIN VIEW MOBILE HOME PARK	NEW YORK, HURRICANE - LEASE OF 3 MOBILE HOME PADS AT MOUNTAIN VIEW PARK, DAVENPORT, NY, FOR TEMPORARY HOUSING UNITS IN SUPPORT OF DR-	TAS 70-0700	\$12,420	\$12,420	12/15/2011	12/31/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
503	ELECTRO-WATCHMAN INC.	NORTH DAKOTA, FLOOD - SECURITY SYSTEM INSTALLATION AND MONITORING OF SAME.	TAS 70-0700	\$4,000	\$4,000	12/15/2011	12/16/2011	NOT COMPETED ONLY ONE SOURCE - OTHER
504	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - ELECTRICAL UTILITY PROVIDER	TAS 70-0700	\$20,000	\$241,400	12/15/2011	9/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
505	MOREL'S GULF COAST PARK IN CAMPGROUND	LOUISIANA, HURRICANE - EXTENSION OF PAD LEASES (TEMPORARY HOUSING), DR-16021A	TAS 70-0700	\$2,085	\$104,552	12/15/2011	3/31/2012	NOT AVAILABLE FOR COMPETITION FOLLOW-ON CONTRACT
506	DIGITAL SYSTEMS GROUP, INC	EXERCISE OPTION PERIOD ONE.	TAS 70-0700	\$108,713	\$673,548	12/15/2011	3/10/2012	NON-COMPETITIVE DELIVERY ORDER AUTHORIZED BY STATUTE and 8(a) ONLY ONE SOURCE - OTHER
507	CHESTERFIELD, COUNTY OF	VIRGINIA, REMNANTS OF TROPICAL STORM LEE - ARMED GUARD SERVICES FOR THE DR-4024-VA JFO LOCATED IN RICHMOND, VA.	TAS 70-0700	\$19,233	\$141,327	12/16/2011	12/18/2011	NOT COMPETED Unusual and Compelling Urgency

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
508	COLUMBIA PROPERTY MANAGERS	PENNSYLVANIA, TROPICAL STORM EXERCISE OPTION TO INCREASE QUANTITIES AND MAKE ADMINISTRATIVE CLARIFICATIONS.	TAS 70-0700	\$16,000	\$142,400	12/16/2011	4/1/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
509	ALPHAPOINTE ASSOCIATION FOR THE BUND	IOWA, SEVERE STORM(S) - SUPPLIES FOR KC CLOSEOUT CENTER	TAS 70-0700	\$1,070	\$1,070	12/16/2011	12/27/2011	NOT COMPETED UNDER SAP AUTHORIZED BY STATUTE and 8(a)
510	ALPHAPOINTE ASSOCIATION FOR THE BUND	BULK FUNDING FOR ROUTINE OFFICE SUPPLIES AND IT EQUIPMENT.	TAS 70-0700	\$25,000	\$85,000	12/16/2011	12/7/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
511	ALPHAPOINTE ASSOCIATION FOR THE BUND	IOWA, FLOODING - BPA FOR OFFICE SUPPLIES AND MISC. ITEMS	TAS 70-0700	\$3,000	\$15,000	12/16/2011	4/13/2012	NOT COMPETED UNDER SAP AUTHORIZED BY STATUTE and 8(a)
512	WASHINGTON GAS LIGHT COMPANY	GAS UTILITY SERVICE	TAS 70-0700	\$51,000	\$51,000	12/16/2011	11/30/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
513	PENNSYLVANIA ELECTRIC COMPANY	ELECTRICAL UTILITY SERVICES FOR AUSTIN COMMUNITY MOBILE HOME PARK IN SUPPORT OF THE DIRECT HOUSING MISSION FOR FEMA DISASTER DECLARATION NO.	TAS 70-0700	\$60,000	\$60,000	12/16/2011	12/31/2013	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
514	VIRGINIA PRESS ASSOCIATION, THE	PUBLIC NOTICES	TAS 70-0700	\$3,471	\$5,359	12/19/2011	1/31/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
515	MOBILE MINI, INC.	NORTH DAKOTA, FLOOD - LEASE OF MOBILE OFFICE TRAILERS	TAS 70-0700	\$220	\$9,360	12/19/2011	12/15/2012	NOT COMPETED Unusual and Compelling Urgency
516	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - UTILITIES PROVIDER	TAS 70-0700	\$500	\$500	12/19/2011	12/15/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
517	NORTHERN STATES POWER COMPANY	NORTH DAKOTA, FLOOD - PROVIDE ELECTRICAL UTILITIES	TAS 70-0700	\$500	\$5,300	12/19/2011	12/15/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
518	A & A OFFICE SYSTEMS, INC.	CONNECTICUT, HURRICANE - RENTAL OF COPIERS AND FAX MACHINES FOR JFO USAGE AT CONNECTICUT DR-4033-CT	TAS 70-0700	\$6,750	\$21,600	12/20/2011	3/17/2012	NOT COMPETED Unusual and Compelling Urgency
519	CAPITAL BUSINESS SYSTEMS, INC	PENNSYLVANIA, TROPICAL STORM - MODIFICATION TO EXTEND POP AND ADD FUNDING	TAS 70-0700	\$188	\$2,388	12/20/2011	1/15/2012	NOT COMPETED MICRO PURCHASE THRESHOLD
520	G2J LLC	PENNSYLVANIA, TROPICAL STORM - EXTEND POP AND ADD FUNDING FOR SHREDDING SERVICE IN SUPPORT OF DR-4030-PA AT THE JFO LOCATED IN HARRISBURG PA	TAS 70-0700	\$476	\$3,912	12/20/2011	1/15/2012	NOT COMPETED MICRO PURCHASE THRESHOLD
521	CHESTERFIELD, COUNTY OF	VIRGINIA, REMNANTS OF TROPICAL STORM LEE - ARMED GUARD SERVICES FOR THE DR-4024-VA JFO LOCATED IN RICHMOND, VA	TAS 70-0700	\$20,126	\$98,208	12/20/2011	1/4/2012	NOT COMPETED Unusual and Compelling Urgency
522	CHESTERFIELD, COUNTY OF	VIRGINIA, REMNANTS OF TROPICAL STORM LEE - ARMED GUARD SERVICES FOR THE DR-4024-VA JFO LOCATED IN RICHMOND, VA	TAS 70-0700	\$28,392	\$141,327	12/20/2011	1/4/2012	NOT COMPETED Unusual and Compelling Urgency
523	A & W EXPRESS DELIVERIES, INC	VIRGINIA, EARTHQUAKE - MOVING SERVICES FOR JFO/DRC	TAS 70-0700	\$5,000	\$0	12/20/2011	1/4/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
524	PEP VALLEY LLC	MARYLAND, TROPICAL STORM - CONFERENCE SPACE FOR REGION 10 IMAT DEPLOYED IN RESPONSE TO HURRICANE IRENE RECOVERY EFFORTS.	TAS 70-0700	\$6,000	\$47,900	12/21/2011	1/5/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
525	THE CASTOR COUNTY NEWS	TEXAS, WILDFIRES MODIFICATION TO CORRECT THE UNIT AND TOTAL PRICE ON THE ORIGINAL PURCHASE ORDER.	TAS 70-0700	\$29	\$330	12/21/2011	12/31/2011	NOT COMPETED Unusual and Compelling Urgency
526	R. S. MEANS COMPANY LLC	LOUISIANA, HURRICANE - COST DATABASE, BOOKS AND CDS	TAS 70-0700	\$143,435	\$143,435	12/21/2011	1/6/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
527	ENTERGY GULF STATES LOUISIANA, L.L.C.	LOUISIANA, HURRICANE - ELECTRICAL SERVICES HURRICANE KATRINA RELIEF EFFORTS	TAS 70-0700	\$120,000	\$590,000	12/21/2011	3/31/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
528	SCOTT TOWNSHIP AUTHORITY	PENNSYLVANIA, TROPICAL STORM - SEWER SERVICE FOR STONY BROOK MOBILE HOME PARK. POP 12/20/2011-4/20/2012.	TAS 70-0700	\$3,360	\$3,360	12/21/2011	4/20/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
529	NEW JERSEY PRESS ASSOCIATION	NEW JERSEY, SEVERE STORM - PUBLIC NOTICES	TAS 70-0700	\$421	\$421	12/22/2011	1/1/2012	NOT COMPETED MICRO PURCHASE THRESHOLD
530	TRIDENT ENGINEERING AND PROCUREMENT, P.C.	PENNSYLVANIA, TROPICAL STORM - MODIFICATION TO EXTEND POP TO 1/15/2012 AND ADD FUNDING.	TAS 70-0700	\$765	\$9,815	12/22/2011	1/15/2012	NOT COMPETED MICRO PURCHASE THRESHOLD
531	CAPITAL BUSINESS SYSTEMS, INC	MODIFICATION TO EXTEND POP AND ADD FUNDING.	TAS 70-0700	\$2,675	\$11,345	12/22/2011	1/15/2012	NOT COMPETED MICRO PURCHASE THRESHOLD
532	CAPITAL BUSINESS SYSTEMS, INC	PENNSYLVANIA, TROPICAL STORM - MODIFICATION TO ADD FUNDING AND EXTEND PERIOD OF PERFORMANCE TO 1/15/2012.	TAS 70-0700	\$450	\$7,330	12/22/2011	1/15/2012	NOT COMPETED MICRO PURCHASE THRESHOLD
533	PPF OFF 74 NORTH PASADENA AVENUE AND 75 NORTH FAIR OAKS AVEN	CALIFORNIA, EARTHQUAKE - SERVICES NOT WITHIN SCOPE OF LEASE AGREEMENT	TAS 70-0700	\$2,499	\$2,499	12/22/2011	9/30/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
534	BAE SYSTEMS INFORMATION TECHNOLOGY INC.	INCREMENTAL FUNDING FOR DAIP	TAS 70-0700	\$1,650,000	\$48,198,878	12/22/2011	9/28/2012	NOT COMPETED ONLY ONE SOURCE - OTHER FOLLOW-ON ACTION FOLLOWING COMPETITIVE INITIAL
535	ACTION FACILITIES MANAGEMENT INC	WEST VIRGINIA, SEVERE STORM(S) MAINTENANCE AND DEACTIVATION SERVICES (PERFORMANCE BASED CONTRACT) IN SUPPORT OF THE FEMA DIRECT HOUSING MISSION DR-1838-WV.	TAS 70-0700	\$34,026	\$40,806	12/22/2011	6/30/2012	NOT COMPETED UNDER SAP AUTHORIZED BY STATUTE and 8(a)
536	SHREDDING SOLUTIONS INC	NEBRASKA, FLOODING - SHREDDING SERVICES FOR NEBRASKA JFO FOR FM3323NF	TAS 70-0700	\$20	\$1,415	12/23/2011	12/23/2011	NOT COMPETED MICRO PURCHASE THRESHOLD
537	GOOSENECK IMPLEMENT COMPANY	NORTH DAKOTA, FLOOD - THE PURPOSE OF THIS MODIFICATION IS TO ADD BULK FUNDING IN THE AMOUNT OF \$5,000.00	TAS 70-0700	\$5,000	\$27,600	12/23/2011	5/31/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
538	NEW JERSEY PRESS ASSOCIATION	NEW JERSEY, SEVERE STORMS AND FLOODING - PUBLIC NOTICES	TAS 70-0700	\$72	\$72	12/28/2011	1/1/2012	NOT COMPETED MICRO PURCHASE THRESHOLD
539	NEW YORK STATE ELECTRIC & GAS CORPORATION	NEW YORK, TROPICAL STORM - UPGRADE TRANSMISSION AND SUBSTATION FACILITIES TO SERVE THE ADDITIONAL LOAD AT JEWELL MHP TO SUPPORT THE THU MISSION FOR DR-4031-NY.	TAS 70-0700	\$6,947	\$6,947	12/28/2011	1/16/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2
540	PPF OFF 74 NORTH PASADENA AVENUE AND 75 NORTH FAIR OAKS AVEN	CALIFORNIA, EARTHQUAKE - OVERTIME HVAC CHARGES	TAS 70-0700	\$19,500	\$19,500	12/28/2011	12/31/2012	NOT AVAILABLE FOR COMPETITION UTILITIES FAR 41.2

PART B - NONCOMPETITIVE PAD LEASES

#	Contractor	Purpose	Appropri. Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
541	DO, KEVIN T	LOUISIANA HURRICANE GUSTAV Commercial pad lease for temporary housing for hurricane Gustav	TAS 70-0700	\$18,200	\$41,697	2/5/2011	3/31/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
542	COUNTRY OAKS MOBILE HOME PARK	LOUISIANA HURRICANE KATRINA Increase funds/period of performance for one (1) pad lease. - Pad lease (temporary housing) for victims of hurricane	TAS 70-0700	\$3,900	\$71,298	3/29/2011	9/30/2011	NOT COMPETED - FOLLOW-ON CONTRACT
543	MARIE LILLIE DUHON	LOUISIANA HURRICANE KATRINA Add funding to extend period of performance for Katrina pads - Pad lease (temporary housing) for victims of hurricane	TAS 70-0700	\$8,400	\$124,693	3/29/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION - FOLLOW-ON CONTRACT
544	P & R PROPERTIES OF OUACHITA, L.L.C.	LOUISIANA HURRICANE KATRINA Extend pop for pad leases (temporary housing) for hurricane - Pad lease (temp housing) for victims of	TAS 70-0700	\$2,100	\$11,340	3/29/2011	9/30/2011	NOT AVAILABLE FOR COMPETITION - FOLLOW-ON CONTRACT

#	Contractor	Purpose	Appropriation Account	Dollar Award	Fully Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
545	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED Extend pop for temp housing (pad leases) for hurricane - Pad lease (temp housing) for victims of	TAS 70-0700	\$40,256	\$40,256	3/31/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION - AUTHORIZED BY STATUTE
546	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED Extend pop for temp housing (pad lease) for hurricane k - Pad lease (temp housing) for victims of	TAS 70-0700	\$61,616	\$61,616	3/31/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION - AUTHORIZED BY STATUTE
547	CHENEGA LOGISTICS, LLC	DRF-TRAINING EMI-INITIATED AND/OR SPONSORED Add funding to extend period of performance for Katrina pads - Pad lease (temporary housing) for victims of hurricane	TAS 70-0700	\$37,960	\$37,960	3/31/2011	1/31/2012	NOT AVAILABLE FOR COMPETITION - AUTHORIZED BY STATUTE
548	AZALEA LANE MOBIL HOME PARK, LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786	TAS 70-0700	\$4,200	\$21,374	4/1/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
549	CLEARVIEW MOBILE HOME PARK, LLC	LOUISIANA HURRICANE GUSTAV - PAD LEASES FOR GUSTAV DR-1786	TAS 70-0700	\$3,900	\$45,825	4/1/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
550	OWEN & ASSOCIATES	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$7,800	\$102,765	4/1/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
551	L.O. RENTALS, INC.	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$3,267	\$92,038	4/4/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
552	SYLVE ENTERPRISES LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$4,200	\$51,050	4/4/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
553	BAILEY, LIONEL	LOUISIANA HURRICANE GUSTAV - TEMPORARY HOUSING (PAD LEASES) FOR HURRICANE GUSTAV	TAS 70-0700	\$12,600	\$73,592	4/5/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
554	PARK PLACE MOBILE HOMES LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786	TAS 70-0700	\$12,600	\$88,438	4/5/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
555	WHISPERING OAKS MOBILE HOME & RV PARKS	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$8,100	\$74,993	4/5/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
556	Belle Place Estates, LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$13,500	\$120,575	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
557	BLUESTONE COMPANY, LLC	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$3,900	\$35,885	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
558	CALHOUN HOLDINGS LP	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$45,000	\$357,066	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
559	HAPPY ACRES MOBILE HOME PARK	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$13,500	\$76,700	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
560	HOUMA MOBILE HOMES	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$4,200	\$58,615	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
561	LINDA LANGFORD	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV	TAS 70-0700	\$3,600	\$143,160	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
562	OAK PINE MOBILE HOME PARK	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$4,500	\$22,875	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
563	PERTUIT, THOMAS F	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$4,200	\$54,087	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
564	TANGI MOBILE HOME PARK, LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$8,843	\$142,848	4/6/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
565	LASALLE RENTALS	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$4,200	\$76,113	4/8/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
566	OMNI INTERNATIONAL SERVICES LLC	LISTED UNDER MULTIPLE PROGRAM CODES - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$12,600	\$96,785	4/11/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
567	QUAIL RIDGE LTD PARTNERS	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786.	TAS 70-0700	\$7,800	\$102,043	4/11/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
568	90 EAST LTD PARTNERSHIP	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786	TAS 70-0700	\$672	\$43,327	4/12/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
569	Belle Place Estates, LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$800	\$120,575	4/12/2011	5/2/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
570	CHACHATI BROTHERS LLC	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$15,947	\$146,072	4/12/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
571	B & B ENTERPRISE	MISSISSIPPI HURRICANE KATRINA - MOD TO PAY OUTSTANDING INVOICES FOR COMMERCIAL PAD LEASE	TAS 70-0700	\$500	\$26,643	4/13/2011	4/28/2011	NOT COMPETED UNDER SAP - URGENCY
572	JERRY LEDET	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$55,953	\$703,967	4/13/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
573	COUNTRY ESTATES MOBILE HOME PARK	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786	TAS 70-0700	\$3,600	\$61,180	4/18/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
574	SHANDY ACRES, LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY HOUSING (PAD LEASES) FOR HURRICANE GUSTAV	TAS 70-0700	\$58,800	\$499,772	4/18/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
575	CHACHATI BROTHERS LLC	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$693	\$146,072	4/20/2011	5/2/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
576	CIRCLE G MOBILE HOME PARK	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$19,200	\$272,047	4/20/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
577	DO, KEVIN T	LOUISIANA HURRICANE GUSTAV - TEMPORARY HOUSING (PAD LEASES FOR COMMERCIAL TRAILER PARKS)	TAS 70-0700	\$21,163	\$41,697	4/20/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
578	BACK TO BACK RV PARK	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$8,700	\$65,407	4/25/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
579	FAITH RENTALS LLC	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$29,820	\$782,412	4/28/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
580	CRESTWOOD COMMUNITY LLC	LOUISIANA HURRICANE GUSTAV - TEMPORARY PAD LEASES FOR HURRICANE GUSTAV DR-1786 LA	TAS 70-0700	\$8,100	\$79,335	4/29/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
581	LOST BAYOU MOBILE HOME PARK	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$373	\$225,774	4/29/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
582	STAFFORD'S FOUR CORNER RV & TRAILER PARK	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$1,890	\$50,648	5/9/2011	5/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
583	STAFFORD'S FOUR CORNER RV & TRAILER PARK	LOUISIANA HURRICANE GUSTAV - PAD LEASE (TEMPORARY HOUSING) FOR VICTIMS OF HURRICANE	TAS 70-0700	\$90	\$50,648	5/9/2011	6/4/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
584	BUFORD CONSTRUCTION COMPANY, INC.	MISSISSIPPI FLOODING - PAD LEASE IN VICKSBURG MS	TAS 70-0700	\$490	\$11,460	6/23/2011	10/22/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
585	MOORE COMMUNITIES	MISSISSIPPI FLOODING - MODIFICATION TO ADD FUNDING TO ADD FIVE ADDITIONAL PADS	TAS 70-0700	\$17,767	\$103,288	6/27/2011	9/30/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
586	RAMSEY HOLDINGS, LLC	MISSISSIPPI FLOODING - LEASE OF PADS AT PETERMAN'S RV PARK IN THE DISASTER DECLARED	TAS 70-0700	\$21,060	\$44,460	6/30/2011	10/15/2011	NOT COMPETED - ONLY ONE SOURCE - OTHER
587	BUFORD CONSTRUCTION COMPANY, INC.	PAD LEASE	TAS 70-0700	\$1,350	\$11,460	7/1/2011	10/30/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
588	MULLEN, L R TRAILER PARK INC	PAD LEASE	TAS 70-0700	\$460	\$2,950	7/5/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
589	MOORE COMMUNITIES	PAD LEASE	TAS 70-0700	\$2,118	\$103,288	7/7/2011	3/31/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
590	BT RENTALS	COMMERCIAL PAD LEASE	TAS 70-0700	\$6,000	\$11,200	7/11/2011	12/27/2012	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
591	LAVADA'S PARK	PAD LEASE FOR MOBILE HOMES	TAS 70-0700	\$450	\$9,390	7/13/2011	3/31/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
592	Crestwood Mobile Home Estates	COMMERCIAL MOBILE HOME PADS	TAS 70-0700	\$11,500	\$11,500	7/18/2011	12/26/2012	NOT COMPETED UNDER SAP - NO SET ASIDE USED. - SAP NON-COMPETITION
593	BACK TO BACK RV PARK	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$2,175	\$65,407	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
594	BAILLY, LIONEL	EXTENSION OF PAD LEASE (TEMPORARY HOUSING). DR-1786-LA.	TAS 70-0700	\$47	\$73,592	9/23/2011	10/3/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
595	CALHOUN HOLDINGS LP	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$100	\$357,066	9/23/2011	10/2/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
596	Chase RV Park	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE KATRINA. DR-1603-LA.	TAS 70-0700	\$1,725	\$74,961	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - FOLLOW-ON CONTRACT
597	CIRCLE G MOBILE HOME PARK	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$9,600	\$272,047	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
598	COUNTRY ESTATES MOBILE HOME PARK	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$1,800	\$61,180	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
599	DO, KEVIN T	COMMERCIAL PAD LEASE FOR TEMPORARY HOUSING FOR HURRICANE GUSTAV DR-1786-LA. LOCAL SMALL BUSINESS. CONTRACTOR NEEDS TO BE IN THE COMMUTING AREA OF THE APPLICANT/SCHOOL/WORK. NEW OWNER PURCHASED PART OF EXISTING COMMERCIAL	TAS 70-0700	\$2,333	\$41,697	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
600	FAITH RENTALS LLC	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$2,100	\$660,333	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
601	HAPPY ACRES MOBILE HOME PARK	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$4,500	\$76,700	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
602	HAPPY ACRES MOBILE HOME PARK LLC	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE KATRINA DR-1603-LA.	TAS 70-0700	\$2,250	\$178,525	9/23/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - FOLLOW-ON CONTRACT

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
603	J & K RENTALS	EXTENSION OF PAD LEASES (TEMPORARY HOUSING) DR-1603-LA.	TAS 70-0700	\$675	\$16,184	9/23/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - FOLLOW-ON CONTRACT
604	JERRY LEDET	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$8,400	\$628,532	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
605	LASALLE RENTALS	EXTENSION OF PAD LEASE FOR TWO DAYS. DR-1786-LA.	TAS 70-0700	\$47	\$76,113	9/23/2011	10/2/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
606	MARIE LILLIE DUHON	EXTENSION OF TEMPORARY HOUSING PAD LEASE DR-1603-LA.	TAS 70-0700	\$2,100	\$124,693	9/23/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - FOLLOW-ON CONTRACT
607	MOREL'S GULF COAST PARK IN CAMPGROUND	EXTENSION OF PAD LEASES (TEMPORARY HOUSING). DR-1603-LA.	TAS 70-0700	\$4,170	\$104,552	9/23/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - FOLLOW-ON CONTRACT

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
608	OWEN & ASSOCIATES	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$1,950	\$102,765	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
609	QUAIL RIDGE LTD PARTNERS	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$1,950	\$102,043	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
610	SCHEXNAYDER PROPERTIES, L.L.C.	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA	TAS 70-0700	\$1,800	\$179,100	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
611	SHANDY ACRES, LLC	EXTENSION OF PAD LEASES - TEMPORARY HOUSING. DR-1786-LA.	TAS 70-0700	\$4,200	\$499,772	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
612	TAMMANY MOBILE HOME PARK LLC	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE KATRINA. DR-1603-LA.	TAS 70-0700	\$1,500	\$135,011	9/23/2011	12/31/2011	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - FOLLOW-ON CONTRACT
613	WHISPERING OAKS MOBILE HOME & RV PARKS	EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA.	TAS 70-0700	\$2,025	\$74,993	9/23/2011	12/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropri. Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
614	BUFORD CONSTRUCTION COMPANY, INC.	EXTEND COMMERCIAL LEASE OF 3 PADS FOR 1 MONTH.	TAS 70-0700	\$600	\$11,460	9/26/2011	10/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
615	MOORE COMMUNITIES	PAD LEASE	TAS 70-0700	\$8,610	\$103,288	9/26/2011	3/31/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
616	MULLEN, L R TRAILER PARK INC	EXERCISE OPTION 1 TO EXTEND 1 PAD LEASE FOR 1 MONTH 10/1/11 TO 10/31/2011.	TAS 70-0700	\$150	\$2,950	9/27/2011	10/31/2011	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
617	LAVADA'S PARK	EXERCISE OPTION TO EXTEND COMMERCIAL PAD LEASE FOR 5 LOTS.	TAS 70-0700	\$750	\$9,390	9/29/2011	3/31/2012	NOT COMPETED - NO SET ASIDE USED. - ONLY ONE SOURCE - OTHER
618	EMPIRE DISTRICT ELECTRIC COMPANY, THE	ADD 51 PAD SITES.	TAS 70-0700	\$8,556	\$854,576	9/30/2011	10/15/2014	NOT AVAILABLE FOR COMPETITION - NO SET ASIDE USED. - UTILITIES PAD 41.2
619	MULLEN, L R TRAILER PARK INC	MISSISSIPPI, FLOOD - EXERCISE OPTION 1 TO EXTEND 1 PAD LEASE FOR 1 MONTH 10/1/11 TO 10/31/2011.	TAS 70-0700	\$90	\$2,950	10/20/2011	10/31/2011	NOT COMPETED ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
620	COLUMBIA PROPERTY MANAGERS	PENNSYLVANIA, TROPICAL STORM - MOBILE HOME PAD LEASES FOR HERITAGE HILLSIDE ESTATES MHP, DR-4030-PA	TAS 70-0700	\$10,200	\$25,500	10/26/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
621	COLUMBIA PROPERTY MANAGERS	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$3,400	\$8,500	10/26/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
622	COLUMBIA PROPERTY MANAGERS	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$3,400	\$8,500	10/26/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
623	DRINKER REALTY SANS SOUCI PARK	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA, SANS SOUCI	TAS 70-0700	\$16,000	\$40,000	10/26/2011	10/31/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
624	OAK HILL TRAILER PARK	NEW YORK, HURRICANE - ONE (1) PAD LEASE IN A MOBILE HOME PARK TO SUPPORT DR-4020-NY TEMP. HOUSING MISSION	TAS 70-0700	\$3,900	\$1,300	10/27/2011	10/26/2012	NOT COMPETED Unusual and Compelling Urgency
625	RAMSEY HOLDINGS, LLC	MISSISSIPPI, FLOOD - ADDITIONAL FUNDING FOR PAD LEASE AND POP EXTENDED TO 11/18/11	TAS 70-0700	\$5,850	\$44,460	10/28/2011	11/18/2011	NOT COMPETED ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
626	GSP MANAGEMENT COMPANY	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$17,600	\$44,425	11/1/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
627	HILLCREST COMMONS MOBILE	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE FOR 3 LOTS IN SUPPORT OF DR-4030-NY	TAS 70-0700	\$12,816	\$12,816	11/1/2011	10/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
628	LA PROPERTIES	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$22,000	\$55,000	11/1/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
629	LEBANON VALLEY HMC	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$15,424	\$38,560	11/1/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
630	NANTICOKE CREEK, LLC	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE CONTRACT FOR FOUR PADS IN ENDICOTT, NY IN SUPPORT OF DR-4030-NY	TAS 70-0700	\$13,680	\$13,680	11/1/2011	10/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
631	SHERRY E. SWEIGART SHERDAL ENT	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$7,600	\$19,000	11/1/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
632	STEVEN N. OLIVER	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$7,600	\$23,071	11/1/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
633	VIRGINIA CITY MOBILE HOME COURT, LLC	NEW YORK, HURRICANE - COMMERCIAL PAD LEASE CONTRACT FOR 6 PADS IN PORT CRANE, NY IN SUPPORT OF DR-4030-PA	TAS 70-0700	\$16,920	\$16,920	11/1/2011	10/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
634	GSP MANAGEMENT COMPANY	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$27,200	\$52,149	11/2/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
635	GSP MANAGEMENT COMPANY	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$34,000	\$68,984	11/2/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
636	AUDREY ESTEVEZ	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$3,600	\$11,850	11/3/2011	3/2/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
637	CLARENCE E. BAILEY	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA, J-C MOBILE HOME COURT	TAS 70-0700	\$20,000	\$50,000	11/3/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
638	JEWELL MOBILE HOME PARK	NEW YORK, TROPICAL STORM - MOBILE HOME PAD LEASE CONTRACT FOR 10 PADS IN JEWELL MHP IN CANDOR, NY IN SUPPORT OF DR-4030-PA	TAS 70-0700	\$33,600	\$33,600	11/4/2011	11/3/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
639	MEADOWOOD MHP, LLC	NEW YORK, TROPICAL STORM - MOBILE HOME PAD LEASE CONTRACT IN GLEN AUBREY, NY IN SUPPORT OF DR-4031-NY.	TAS 70-0700	\$94,500	\$51,660	11/8/2011	11/7/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
640	PALM CITY PARK	PENNSYLVANIA, TROPICAL STORM - PAD LEASES FOR DR-4030-PA	TAS 70-0700	\$17,600	\$44,000	11/8/2011	2/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
641	MEADOWOOD MHP, LLC	NEW YORK, TROPICAL STORM - MOBILE HOME PAD LEASE CONTRACT FOR 25 PADS IN SUPPORT OF DR-4031-NY LOCATED IN GLEN AUBREY,	TAS 70-0700	\$94,500	\$26,460	11/9/2011	11/7/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
642	G R ENTERPRISES OF THE NORTHEAST LTD	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE CONTRACT FOR 3 PADS IN SIDNEY, NY IN SUPPORT OF DR-4020-NY.	TAS 70-0700	\$9,000	\$6,750	11/15/2011	11/9/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
643	SUNRISE COMMUNITIES, LLC	MOBILE HOME PAD LEASE CONTRACT FOR 12 PADS LOCATED IN HARPURSVILLE, NY IN SUPPORT OF DR-4020-NY.	TAS 70-0700	\$42,480	\$15,005	11/16/2011	11/14/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
644	MOUNTAIN VIEW MOBILE PARK	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE CONTRACT FOR 3 PADS IN PORT CRANE, NY IN SUPPORT OF DR-4020-NY.	TAS 70-0700	\$9,000	\$2,466	11/17/2011	11/15/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
645	SPENCER PAVING COMPANY, INC.	MOBILE HOME PAD LEASE CONTRACT FOR FIFTEEN (15) PADS IN OWEGO, NY IN SUPPORT OF DR-4031-NY.	TAS 70-0700	\$58,500	\$39,975	11/17/2011	11/17/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
646	SHADY BROOK TRAILER PARK, INC.	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE CONTRACT FOR 2 PADS IN Poughkeepsie, NY IN SUPPORT OF DR-4020-NY.	TAS 70-0700	\$13,800	\$13,800	11/19/2011	11/18/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
647	EAST PARK MOBILE HOME SALES INC	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE CONTRACT FOR TWO PADS IN HYDE PARK, NY IN SUPPORT OF DR-4020-NY.	TAS 70-0700	\$12,600	\$1,249	11/22/2011	11/20/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
648	BLUE RIDGE PARK LLC	NEW YORK, TROPICAL STORM - MOBILE HOME PAD LEASE CONTRACT FOR FIVE PADS AT BLUE RIDGE MHP IN CONKLIN, NY IN SUPPORT OF DR-4031-NY.	TAS 70-0700	\$18,900	\$16,065	11/29/2011	11/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
649	PRIDE PARK HOLDINGS LLC	NEW YORK, TROPICAL STORM - MOBILE HOME PAD LEASE CONTRACT FOR SEVEN PADS AT PRIDE MANOR IN CONKLIN, NY IN SUPPORT OF DR-1032-NY	TAS 70-0700	\$26,460	\$26,460	11/29/2011	11/28/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
650	CARY & CO., INC.	NEW YORK, TROPICAL STORM - MOBILE HOME PAD LEASE CONTRACT FOR 6 PADS IN OWEGO, NY IN SUPPORT OF DR-1032-NY	TAS 70-0700	\$20,520	\$2,690	12/1/2011	11/25/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
651	OAKLAND COMMUNITIES OF MINOT	NORTH DAKOTA, FLOOD - MOBILE HOME PARK PAD LEASE	TAS 70-0700	\$15,000	\$60,000	12/1/2011	11/30/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
652	TUSCANY MEADOWS, INC.	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE CONTRACT FOR 5 PADS IN E. DURHAM, NY IN SUPPORT OF DR-1032-NY	TAS 70-0700	\$19,500	\$0	12/1/2011	11/27/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)
653	CIRCLE G MOBILE HOME PARK	LOUISIANA, HURRICANE - EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1786-LA	TAS 70-0700	\$2,000	\$272,047	12/12/2011	3/31/2012	NOT COMPETED ONLY ONE SOURCE - OTHER

#	Contractor	Purpose	Appropriation Account	Dollar Award	Full Performance Value	Contract Start Date	Contract End Date	Reason for Sole Source
654	FAITH RENTALS LLC	LOUISIANA, HURRICANE - EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1386 LA	TAS 70-0700	\$2,100	\$662,433	12/12/2011	3/31/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
655	JERRY LEDET	LOUISIANA, HURRICANE - EXTENSION OF PAD LEASES IN RESPONSE TO HURRICANE GUSTAV. DR-1386 LA	TAS 70-0700	\$2,100	\$630,632	12/12/2011	3/31/2012	NOT COMPETED ONLY ONE SOURCE - OTHER
656	BROOKSIDE GREEN ASSOCIATES LLC	NEW YORK, HURRICANE - MOBILE HOME PAD LEASE CONTRACT FOR FIVE PADS IN GREENE COUNTY, NY IN SUPPORT OF DR-1386 LA	TAS 70-0700	\$25,500	\$12,900	12/13/2011	12/11/2012	NOT COMPETED UNDER SIMPLIFIED ACQ PROC (SAP)

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
ANISKOFF, PAULETTE	2/22/2011	2/24/2011	\$719.24	Meeting	Atlanta, GA
ANISKOFF, PAULETTE	3/29/2011	3/29/2011	\$576.83	shake out drill meeting	St. Louis, MO
ANISKOFF, PAULETTE	4/13/2011	4/16/2011	\$2,736.80	meeting with emergency experts	New Zealand
ANISKOFF, PAULETTE	4/27/2011	4/28/2011	\$746.75	coordinate earthquake drill	St. Louis MO, Indianapolis, IN
ANISKOFF, PAULETTE	5/9/2011	5/11/2011	\$1,335.35	preparedness meeting	Dallas/Ft Worth TX
ANISKOFF, PAULETTE	6/6/2011	6/10/2011	\$1,521.60	UASI conference	Jackson, MS
ANISKOFF, PAULETTE	6/19/2011	6/25/2011	\$2,889.29	UASI conference	San Francisco, CA & Chicago IL
ANISKOFF, PAULETTE	7/5/2011	7/9/2011	\$1,313.41	special mission	Joplin, MO
ANISKOFF, PAULETTE	7/13/2011	8/15/2011	\$156.76	LOCAL	Local Travel
ANISKOFF, PAULETTE	7/25/2011	7/26/2011	\$183.85	youth preparedness workshop	Morgantown, WV
ANISKOFF, PAULETTE	8/18/2011	8/20/2011	\$429.55	reg 2 youth preparedness workshop	New Orleans, LA
ANISKOFF, PAULETTE	9/6/2011	9/8/2011	\$1,449.06	back to school preparedness event	Springfield, MO
ANISKOFF, PAULETTE	9/20/2011	9/23/2011	\$1,653.48	conference back to school event	Joplin, MO
ANISKOFF, PAULETTE	9/29/2011	9/30/2011	\$723.08	reg 6 youth preparedness workshop	Morgantown, WV
ANISKOFF, PAULETTE	11/28/2011	11/30/2011	\$1,635.30	youth preparedness workshop	Cerritos, CA
BECKHAM, STEWARD D	1/24/2011	1/25/2011	\$246.65	conference	Gettysburg, PA
BECKHAM, STEWARD D	3/14/2011	3/14/2011	\$210.36	meeting	New York, NY
BECKHAM, STEWARD D	3/22/2011	3/24/2011	\$189.83	training	EMI
BECKHAM, STEWARD D	4/26/2011	4/26/2011	\$162.82	local	Local Travel
BECKHAM, STEWARD D	6/16/2011	6/16/2011	\$242.66	conference	Philadelphia, PA
BECKHAM, STEWARD D	6/19/2011	6/24/2011	\$2,194.30	conference	San Francisco, CA
BECKHAM, STEWARD D	12/8/2011	12/9/2011	\$257.54	meeting	Gettysburg, PA
BOYCE, DON R	3/21/2011	3/24/2011	\$1,519.32	conference	Washington, DC
BOYCE, DON R	3/25/2011	3/25/2011	\$733.52	Meeting	Washington, DC
BOYCE, DON R	4/4/2011	4/5/2011	\$258.36	Vermont Yankee exercise	Waterbury, VT

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
BOYCE, DON R	4/12/2011	4/13/2011	\$755.06	conference senior leadership	Washington, DC
BOYCE, DON R	5/5/2011	5/6/2011	\$204.39	new England sac/us attorneys	Hyannis, MA
BOYCE, DON R	7/26/2011	7/26/2011	\$93.82	LOCAL	Local Travel
BOYCE, DON R	8/9/2011	8/9/2011	\$414.23	conference	Washington, DC
BOYCE, DON R	8/27/2011	9/1/2011	\$481.08	site visit	Hartford, CT
BOYCE, DON R	8/29/2011	8/30/2011	\$222.00	site visit	Colchester, VT
BOYCE, DON R	9/8/2011	9/9/2011	\$257.93	conference 911	New York, NY
BOYCE, DON R	9/21/2011	9/21/2011	\$46.50	site visit	Cranston, RI
BOYCE, DON R	9/24/2011	9/27/2011	\$34.26	cancelled trip	N/A
BOYCE, DON R	10/2/2011	10/4/2011	\$1,637.18	NEMA conference	Austin, TX
BOYCE, DON R	10/12/2011	10/12/2011	\$25.00	LOCAL	Local Travel
BOYCE, DON R	10/19/2011	10/19/2011	\$32.26	LOCAL	Local Travel
BOYCE, DON R	10/27/2011	10/28/2011	\$699.20	conference force structure	Washington, DC
BOYCE, DON R	11/3/2011	11/4/2011	\$212.04	Site Visit	Wallingford, CT
BOYCE, DON R	12/7/2011	12/9/2011	\$771.37	senior leadership conference	Frederick, MD
CAMP, GWEN M	1/30/2011	2/3/2011	\$1,282.62	training	Kansas City, MO
CAMP, GWEN M	2/21/2011	2/23/2011	\$756.37	region 8 tribal meeting	Denver, CO
CAMP, GWEN M	2/23/2011	2/23/2011	\$33.76	FEMA to white house	Washington, DC
CAMP, GWEN M	5/28/2011	5/29/2011	\$170.87	site visit	Joplin, MO
CAMP, GWEN M	5/28/2011	5/29/2011	\$170.87	site visit	Joplin, MO
CAMP, GWEN M	6/2/2011	6/10/2011	\$88.76	FEMA HQ to NGA	Washington, DC
CAMP, GWEN M	6/14/2011	6/15/2011	\$698.56	national council of governors cof	Atlanta, GA
CAMP, GWEN M	10/3/2011	10/8/2011	\$2,591.90	NEMA conference	Austin, TX
CAMP, GWEN M	10/19/2011	10/21/2011	\$1,589.19	big city emergency meeting	New York, NY
CAMP, GWEN M	10/24/2011	10/24/2011	\$31.76	local	Local Travel
CAMP, GWEN M	11/6/2011	11/11/2011	\$1,557.20	site visit	Philadelphia, PA
CAMP, GWEN M	11/12/2011	11/16/2011	\$1,589.75	site visit	Philadelphia, PA
CAMP, GWEN M	11/20/2011	12/28/2011	\$9,490.19	site visit	Philadelphia, PA
CAMP, GWEN M	12/22/2011	12/22/2011	\$196.98	meeting with mayor	Washington, DC

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
CANTON, LYNN G	2/22/2011	2/25/2011	\$2,197.93	Site Visit	San Juan, PR
CANTON, LYNN G	2/24/2011	2/24/2011	\$415.76	site visit	St Croix, VI
CANTON, LYNN G	3/1/2011	3/3/2011	\$132.63	RISC meeting	John Jay College, NY
CANTON, LYNN G	3/6/2011	3/11/2011	\$1,149.07	EMI new employee training	Emmitsburg, MD
CANTON, LYNN G	3/20/2011	3/25/2011	\$2,952.79	NEMA midyear conference	Alexandria, VA
CANTON, LYNN G	4/7/2011	4/7/2011	\$87.56	JFO visit	NJ JFO
CANTON, LYNN G	4/11/2011	4/13/2011	\$1,119.81	Conference	Arlington, VA
CANTON, LYNN G	5/18/2011	5/20/2011	\$522.19	NESEC State conference	Concord, NH
CANTON, LYNN G	5/31/2011	6/3/2011	\$2,257.62	conference	San Juan & Nav Res Sta, PR
CANTON, LYNN G	6/2/2011	6/2/2011	\$339.26	Site Visit	Virgin Islands
CANTON, LYNN G	6/6/2011	6/9/2011	\$1,955.57	Regional Administrators meeting	Washington, DC
CANTON, LYNN G	6/20/2011	6/20/2011	\$22.56	consular corps activity	New York, NY
CANTON, LYNN G	8/1/2011	8/4/2011	\$1,703.11	conference	Memphis, TN
CANTON, LYNN G	9/5/2011	9/5/2011	\$264.36	site visits to disaster areas	New York, NY
CANTON, LYNN G	10/2/2011	10/7/2011	\$2,625.49	NEMA conference	Albany, NY
CANTON, LYNN G	10/27/2011	10/28/2011	\$1,324.16	conference	Washington, DC
CANTON, LYNN G	11/12/2011	11/18/2011	\$2,243.99	IAEM conference	Albany, NY
CANTON, LYNN G	12/5/2011	12/9/2011	\$2,260.34	White House appointee briefing	Washington, DC/Emmitsburg, MD
CANTON, LYNN G	12/18/2011	12/19/2011	\$521.93	NYS FEB conference	Buffalo, NY
CARROLL, BRADLEY W	2/10/2011	2/11/2011	\$564.09	Earthquakes Means Business Conference	St. Louis, MO
CARROLL, BRADLEY W	4/18/2011	4/19/2011	\$693.51	National Hurricane Conference	St. Louis, MO
CARROLL, BRADLEY W	4/28/2011	5/1/2011	\$961.80	site visit	Birmingham And Tuscaloosa, AL
CARROLL, BRADLEY W	5/16/2011	5/18/2011	\$368.51	National Level Exercise 2011	Little Rock, AR

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
CARROLL, BRADLEY W	5/21/2011	5/23/2011	\$1,324.84	public affairs support in Pacific area office	Honolulu, HI
CARROLL, BRADLEY W	5/23/2011	5/29/2011	\$1,165.02	site visit	Miami, OK, Joplin And Springfield, MO
CARROLL, BRADLEY W	8/30/2011	9/1/2011	\$727.06	site visit	Albany and NY, NY
CARWILE III, WILLIAM L	1/24/2011	1/26/2011	\$814.07	Conference	Chicago, IL
CARWILE III, WILLIAM L	2/15/2011	2/17/2011	\$1,865.34	WAARP meeting	Denver, CO
CARWILE III, WILLIAM L	5/20/2011	5/27/2011	\$2,822.71	participating in the Makani Pahili exercise	Honolulu, HI
CARWILE III, WILLIAM L	5/27/2011	6/1/2011	\$3,735.66	reconstruction and recovery from Tohoku Earthquake	Tokyo City, Jpn; Sendai, Fc Jpn
CARWILE III, WILLIAM L	6/16/2011	6/17/2011	\$1,625.99	Mission	Birmingham, AL
CARWILE III, WILLIAM L	6/23/2011	6/24/2011	\$1,842.59	response and recovery efforts in Region IV	Jackson, Ms
CARWILE III, WILLIAM L	6/30/2011	7/2/2011	\$545.12	discuss the critical issues surrounding the disaster (tornado) that occurred in Joplin, MO	Springfield, MO
CARWILE III, WILLIAM L	7/28/2011	7/29/2011	\$958.90	meet with Regional Administrator	Dallas, TX
CARWILE III, WILLIAM L	8/1/2011	8/5/2011	\$1,478.98	participating in FCOs operational and doctrinal review	Memphis, TN
CARWILE III, WILLIAM L	8/15/2011	8/16/2011	\$606.43	Conference	Chicago, IL
CARWILE III, WILLIAM L	9/22/2011	9/28/2011	\$1,839.66	attend the NPS Homeland Security graduation	San Francisco, CA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
CARWILE III, WILLIAM L	10/3/2011	10/9/2011	\$1,824.23	participate in the NEMA conference	Austin, TX
CARWILE III, WILLIAM L	10/19/2011	10/21/2011	\$1,204.11	Site visit to JFO	Bismarck, ND
CARWILE III, WILLIAM L	10/27/2011	10/31/2011	\$1,194.91	visit both the Connecticut and Vermont JFOs	Hartford, CT
CARWILE III, WILLIAM L	11/7/2011	11/8/2011	\$1,084.67	Puerto Rico Joint Field Office	San Juan, PR
CARWILE III, WILLIAM L	11/28/2011	11/28/2011	\$1,270.41	Site Visit	Albany, NY
CARWILE III, WILLIAM L	12/4/2011	12/9/2011	\$426.89	Mentor at the Mission Readiness training	Emmitsburg, MD
CARWILE III, WILLIAM L	12/14/2011	12/19/2011	\$4,645.26	Japan 2nd Expert Group Meeting	Narita, Fc Jpn; Morioka, Fc Jpn
COEN, MICHAEL	1/11/2011	1/13/2011	\$1,184.86	Regional Admin.	Boston, MA
COEN, MICHAEL	2/10/2011	2/11/2011	\$583.59	Conference	St. Louis, MO
COEN, MICHAEL	3/4/2011	3/7/2011	\$862.67	Civil Authorities Conf.	Orlando, FL
COEN, MICHAEL	4/11/2011	4/11/2011	\$16.10	local	Local Travel
COEN, MICHAEL	4/18/2011	4/20/2011	\$877.86	CDC MTG	Atlanta, GA
COEN, MICHAEL	4/28/2011	4/29/2011	\$192.33	site visit	Birmingham, AL
COEN, MICHAEL	4/28/2011	4/28/2011	\$192.33	site visit	Birmingham, AL
COEN, MICHAEL	5/1/2011	5/2/2011	\$299.13	Site Visit	New Orleans, LA
COEN, MICHAEL	5/9/2011	5/10/2011	\$1,043.47	Conference	New York, NY
COEN, MICHAEL	5/16/2011	5/18/2011	\$368.51	Conference	Little Rock, AR
COEN, MICHAEL	5/21/2011	5/23/2011	\$1,203.40	Bilateral MTG	Honolulu, HI
COEN, MICHAEL	5/23/2011	5/26/2011	\$1,532.29	site visit	Miami, OK, Joplin, MO
COEN, MICHAEL	5/28/2011	5/29/2011	\$287.93	site visit	Joplin, MO
COEN, MICHAEL	6/2/2011	6/3/2011	\$1,224.20	Gulf State Hurricane	New Orleans, LA
COEN, MICHAEL	6/14/2011	6/16/2011	\$984.57	Site Visit	Atlanta, GA
COEN, MICHAEL	6/27/2011	6/27/2011	\$520.16	local	Local Travel
COEN, MICHAEL	7/15/2011	7/15/2011	\$38.26	local	Local Travel
COEN, MICHAEL	7/16/2011	7/18/2011	\$1,822.71	Council Of Governors	Salt Lake City, UT
COEN, MICHAEL	8/30/2011	9/1/2011	\$1,175.32	site visit	Albany and NY, NY
COEN, MICHAEL	9/4/2011	9/4/2011	\$34.26	site visit	Newark, NJ

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
COEN, MICHAEL	10/4/2011	10/8/2011	\$1,914.33	NEMA Conference	Austin, TX
COEN, MICHAEL	10/4/2011	10/8/2011	\$1,914.33	NEMA Conference	Austin, TX
COEN, MICHAEL	11/2/2011	11/4/2011	\$2,346.09	Conference	Joplin, MO
COLBURN, CHRISTOPHER BRENT	1/11/2011	1/13/2011	\$984.83	FEMA Administrator Meeting	San Francisco, CA
COLBURN, CHRISTOPHER BRENT	2/7/2011	2/7/2011	\$41.02	LOCAL	Local Travel
COLBURN, CHRISTOPHER BRENT	4/8/2011	4/8/2011	\$41.02	local	Local Travel
FENTON, ROBERT J	1/6/2011	1/6/2011	\$16.10	local	Local Travel
FENTON, ROBERT J	1/14/2011	1/19/2011	\$2,040.65	conference	Paris, France
FENTON, ROBERT J	1/25/2011	1/26/2011	\$1,093.31	site visit	Indianapolis, IN
FENTON, ROBERT J	2/16/2011	2/18/2011	\$1,648.46	Conference	Kansas City, MO
FENTON, ROBERT J	2/25/2011	2/26/2011	\$817.22	meeting	Sacramento, CA
FENTON, ROBERT J	3/2/2011	3/5/2011	\$2,873.98	Conference	Paris, France
FENTON, ROBERT J	3/8/2011	3/10/2011	\$2,886.99	site visit	Boston, MA
FENTON, ROBERT J	3/15/2011	3/15/2011	\$499.81	speech presentation	New York, NY
FENTON, ROBERT J	3/16/2011	3/20/2011	\$1,563.50	briefing for regions	San Francisco, CA
FENTON, ROBERT J	3/27/2011	3/29/2011	\$2,065.44	site visit	Seattle, Philadelphia
FENTON, ROBERT J	4/5/2011	4/7/2011	\$1,505.67	speech presentation	Kansas City And Denver
FENTON, ROBERT J	4/20/2011	4/21/2011	\$1,026.66	speech presentation	Kansas City, MO
FENTON, ROBERT J	8/1/2011	8/4/2011	\$1,139.95	training	Memphis, TN
FENTON, ROBERT J	9/7/2011	9/9/2011	\$872.39	La County health Leadership exercise	Los Angeles, CA
FENTON, ROBERT J	9/24/2011	9/30/2011	\$2,079.04	site visit	Sacramento, CA
FENTON, ROBERT J	10/26/2011	10/26/2011	\$400.57	site visit	Philadelphia, PA
FENTON, ROBERT J	11/12/2011	11/15/2011	\$1,857.41	Conference	Las Vegas, NV
FENTON, ROBERT J	12/4/2011	12/6/2011	\$1,283.10	Conference	Sacramento, CA
FENTON, ROBERT J	12/8/2011	12/9/2011	\$182.86	Senior Leadership Meeting	EMI
FINEGAN, ROBIN FUDGE	1/13/2011	3/9/2011	\$588.53	site visit	Alexandria, VA
FINEGAN, ROBIN FUDGE	2/15/2011	2/18/2011	\$1,595.10	site visit	Bismarck, ND
FINEGAN, ROBIN FUDGE	3/6/2011	3/7/2011	\$1,751.29	site visit	Bismarck, ND
FINEGAN, ROBIN FUDGE	3/10/2011	3/10/2011	\$61.71	local	Pueblo, CO
FINEGAN, ROBIN FUDGE	3/15/2011	3/17/2011	\$1,824.60	site visit	Sioux Falls, ND
FINEGAN, ROBIN FUDGE	3/15/2011	4/28/2011	\$1,824.60	local	Local Travel
FINEGAN, ROBIN FUDGE	3/20/2011	3/25/2011	\$1,978.03	NEMA conference	Washington, DC

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
FINEGAN, ROBIN FUDGE	4/3/2011	4/4/2011	\$1,807.58	site visit	Bismarck, ND
FINEGAN, ROBIN FUDGE	4/10/2011	4/12/2011	\$1,162.46	site visit	Grand Forks, ND
FINEGAN, ROBIN FUDGE	4/20/2011	4/22/2011	\$1,929.44	site visit	Grand Forks, ND
FINEGAN, ROBIN FUDGE	4/20/2011	8/2/2011	\$1,929.44	Local	Local Travel
FINEGAN, ROBIN FUDGE	5/10/2011	5/12/2011	\$587.98	Recewng meeting	Deadwood, SD
FINEGAN, ROBIN FUDGE	6/6/2011	6/9/2011	\$1,596.55	Information meeting	Washington, DC
FINEGAN, ROBIN FUDGE	6/12/2011	6/13/2011	\$728.05	site visit	Grand Forks, ND
FINEGAN, ROBIN FUDGE	6/13/2011	6/15/2011	\$359.87	site visit	Pierre, ND
FINEGAN, ROBIN FUDGE	6/22/2011	6/23/2011	\$2,697.13	site visit	Helena, MT
FINEGAN, ROBIN FUDGE	6/22/2011	6/27/2011	\$2,697.13	site visit	Bismarck, ND
FINEGAN, ROBIN FUDGE	6/22/2011	6/28/2011	\$2,697.13	site visit	Denver, CO
FINEGAN, ROBIN FUDGE	7/6/2011	7/7/2011	\$1,505.06	site visit	Helena, MT
FINEGAN, ROBIN FUDGE	7/6/2011	7/7/2011	\$1,505.06	site visit	Denver, CO
FINEGAN, ROBIN FUDGE	7/12/2011	7/13/2011	\$1,794.33	site visit	Denver, CO
FINEGAN, ROBIN FUDGE	8/2/2011	8/5/2011	\$2,099.16	site visit	Minot, ND
FINEGAN, ROBIN FUDGE	8/25/2011	8/28/2011	\$929.52	site visit	Salt Lake City, UT
FINEGAN, ROBIN FUDGE	8/29/2011	8/29/2011	\$34.26	site visit	Minot, NA
FINEGAN, ROBIN FUDGE	9/7/2011	9/9/2011	\$1,124.08	Conference	New York, NY
FINEGAN, ROBIN FUDGE	9/15/2011	9/21/2011	\$56.62	local	Local Travel
FINEGAN, ROBIN FUDGE	9/26/2011	9/26/2011	\$34.26	site visit	Sacramento, CA
FINEGAN, ROBIN FUDGE	10/2/2011	10/5/2011	\$1,351.28	Conference	New York, NY
FINEGAN, ROBIN FUDGE	10/2/2011	10/5/2011	\$1,351.28	Conference	New York, NY
FINEGAN, ROBIN FUDGE	10/10/2011	10/13/2011	\$2,141.79	site visit	Sacramento, CA
FINEGAN, ROBIN FUDGE	10/10/2011	10/13/2011	\$2,141.79	site visit	Sacramento, CA
FINEGAN, ROBIN FUDGE	10/17/2011	10/17/2011	\$435.75	site visit	Denver, CO
FINEGAN, ROBIN FUDGE	10/19/2011	10/20/2011	\$1,463.33	site visit	St. Aurora, Co
FINEGAN, ROBIN FUDGE	10/31/2011	11/1/2011	\$298.15	National Symposium	Colorado Springs, CO
FINEGAN, ROBIN FUDGE	11/13/2011	11/18/2011	\$1,007.01	Information meeting	EMI
FINEGAN, ROBIN FUDGE	11/22/2011	3/6/2012	\$72.04	Local	Local Travel
FINEGAN, ROBIN FUDGE	12/5/2011	12/9/2011	\$1,905.62	Senior Leadership Meeting	EMI
FREEMAN, BETH A	1/27/2011	1/28/2011	\$167.63	Meeting	Jefferson City, MO
FREEMAN, BETH A	2/10/2011	2/11/2011	\$234.35	Meeting	St. Louis, MO
FREEMAN, BETH A	3/3/2011	3/4/2011	\$167.17	site visit	Sioux City, IA
FREEMAN, BETH A	3/17/2011	3/18/2011	\$168.35	site visit	Rolla, MO
FREEMAN, BETH A	3/20/2011	3/25/2011	\$2,526.90	NEMA Conference	Alexandria, VA
FREEMAN, BETH A	4/11/2011	4/13/2011	\$1,102.05	SLS & NTTX	Arlington, VA
FREEMAN, BETH A	4/27/2011	4/28/2011	\$266.73	Meeting	St. Louis, MO

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
FREEMAN, BETH A	5/3/2011	5/4/2011	\$166.86	National Symposium	Colorado Springs, CO
FREEMAN, BETH A	5/11/2011	5/12/2011	\$157.83	Senior Leadership Meeting	EMI
FREEMAN, BETH A	5/16/2011	5/19/2011	\$418.53	site visit	Jefferson City, MO, Springfield, MO
FREEMAN, BETH A	5/23/2011	5/24/2011	\$155.43	site visit	Springfield, MO
FREEMAN, BETH A	6/6/2011	6/9/2011	\$1,561.21	Meeting	Washington, DC
FREEMAN, BETH A	6/13/2011	6/14/2011	\$155.53	site visit	Joplin, MO
FREEMAN, BETH A	7/5/2011	7/8/2011	\$1,269.57	meeting	Washington, DC
FREEMAN, BETH A	7/11/2011	7/15/2011	\$1,549.22	Meeting	Washington, DC
FREEMAN, BETH A	7/11/2011	7/14/2011	\$1,549.22	Meeting	Washington, DC
FREEMAN, BETH A	7/22/2011	7/23/2011	\$204.00	site visit	Des Moines, IA
FREEMAN, BETH A	8/1/2011	8/5/2011	\$1,422.33	Meeting	Kansas City, MO
FREEMAN, BETH A	8/10/2011	8/12/2011	\$893.69	conference	Des Moines, IA
FREEMAN, BETH A	8/21/2011	8/26/2011	\$802.25	training	EMI
FREEMAN, BETH A	8/31/2011	8/31/2011	\$120.74	site visit	Sioux City, IA
FREEMAN, BETH A	9/1/2011	9/2/2011	\$170.19	site visit	Lincoln, NE
FREEMAN, BETH A	9/6/2011	9/9/2011	\$1,368.82	assisting with mitigation directorate	Washington, DC
FREEMAN, BETH A	9/21/2011	9/22/2011	\$155.39	site visit	Joplin, MO
FREEMAN, BETH A	10/2/2011	10/7/2011	\$1,872.34	conference	Austin, TX
FREEMAN, BETH A	10/2/2011	10/7/2011	\$1,872.34	conference	Austin, TX
FREEMAN, BETH A	10/20/2011	10/21/2011	\$575.62	site visit	Denver, CO
FREEMAN, BETH A	10/27/2011	10/28/2011	\$763.70	meeting	Washington, DC
FREEMAN, BETH A	11/2/2011	11/4/2011	\$289.95	conference	Bentonville, AR
FREEMAN, BETH A	11/14/2011	11/16/2011	\$950.81	conference	Las Vegas, NV
FREEMAN, BETH A	12/7/2011	12/9/2011	\$875.86	meeting	Gettysburg, PA
FREEMAN, BETH A	12/13/2011	12/14/2011	\$217.00	site visit	St. Louis, MO
FUGATE, WILLIAM CRAIG	1/11/2011	1/13/2011	\$1,029.06	regional administrators conference	San Francisco, CA
FUGATE, WILLIAM CRAIG	2/10/2011	2/11/2011	\$584.01	Earthquakes Means Business Conference	St. Louis, MO
FUGATE, WILLIAM CRAIG	3/7/2011	3/7/2011	\$323.65	Northcom National Support Conference	Orlando, FL
FUGATE, WILLIAM CRAIG	4/18/2011	4/20/2011	\$1,093.72	National Hurricane Conference	Atlanta, GA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
FUGATE, WILLIAM CRAIG	5/9/2011	5/10/2011	\$867.13	Speaking engagements and conferences	New York, NY
FUGATE, WILLIAM CRAIG	5/16/2011	5/18/2011	\$365.51	NLE Conference	Little Rock, AR
FUGATE, WILLIAM CRAIG	5/21/2011	5/23/2011	\$827.19	Pacific Area Office site visit	Honolulu, HI
FUGATE, WILLIAM CRAIG	5/23/2011	5/26/2011	\$1,204.97	site visit	Miami, OK
FUGATE, WILLIAM CRAIG	5/28/2011	5/29/2011	\$156.37	site visit	Joplin, MO
FUGATE, WILLIAM CRAIG	6/2/2011	6/3/2011	\$1,159.20	Conference	New Orleans, LA
FUGATE, WILLIAM CRAIG	6/14/2011	6/16/2011	\$780.99	FEMA/STATE external affairs workshop	Atlanta, GA
FUGATE, WILLIAM CRAIG	7/16/2011	7/18/2011	\$1,668.93	National Governors Association Conference	Salt Lake City, UT
FUGATE, WILLIAM CRAIG	8/3/2011	8/4/2011	\$934.98	Attend National Level Exercise-11 Lessons Learned	Memphis, TN
FUGATE, WILLIAM CRAIG	10/1/2011	10/8/2011	\$1,754.39	International Code Council Conference 2012	Phoenix, AZ
FUGATE, WILLIAM CRAIG	10/17/2011	10/18/2011	\$801.49	Conference	San Antonio, TX
FUGATE, WILLIAM CRAIG	11/2/2011	11/4/2011	\$2,229.49	International Code Council Conference	Phoenix, AZ
FUGATE, WILLIAM CRAIG	11/14/2011	11/21/2011	\$3,267.24	NATO & EU meeting	Brussels, Belgium
GEORGE, MICHAEL S	6/2/2011	6/3/2011	\$1,159.20	Conference	New Orleans, LA
GEORGE, MICHAEL S	6/14/2011	6/16/2011	\$780.99	site visit	Atlanta, GA
GEORGE, MICHAEL S	6/27/2011	6/27/2011	\$520.16	site visit	Birmingham, AL
GEORGE, MICHAEL S	8/3/2011	8/4/2011	\$934.98	Mission	Memphis, TN
GEORGE, MICHAEL S	10/2/2011	10/8/2011	\$2,172.13	Conference	Austin, TX, Indianapolis, IN
GEORGE, MICHAEL S	10/17/2011	10/18/2011	\$830.83	US Geospatial Intelligence Foundation 2011 Symposium	San Antonio, TX
GEORGE, MICHAEL S	11/14/2011	11/27/2011	\$4,324.89	NATO Civil Emergency Planning meeting	Brussels, Belgium, London, GB

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
HARMAN, ELIZABETH M	2/7/2011	2/9/2011	\$1,241.27	Interagency Meeting	Las Vegas, NV
HARMAN, ELIZABETH M	2/24/2011	3/20/2011	\$69.76	local travel	Local Travel
HARMAN, ELIZABETH M	6/19/2011	6/24/2011	\$2,356.44	UASI Conference	San Francisco, CA
HARMAN, ELIZABETH M	8/14/2011	8/17/2011	\$1,270.05	2011 redmond symposium and EMS conference	New York, NY
HARMAN, ELIZABETH M	9/19/2011	9/20/2011	\$1,051.84	National Native American Training	Las Vegas, NV
HARMAN, ELIZABETH M	10/20/2011	10/21/2011	\$299.29	Criteria Development Meeting	Gettysburg, PA
HARMAN, ELIZABETH M	10/24/2011	10/24/2011	\$50.11	LOCAL	Local Travel
HARMAN, ELIZABETH M	11/12/2011	11/15/2011	\$1,306.93	Emergency Mgmt Conference	Las Vegas, NV
HARMAN, ELIZABETH M	12/7/2011	12/7/2011	\$411.95	Interoperability and Safecom meeting	Atlanta, GA
HARMAN, ELIZABETH M	12/8/2011	12/9/2011	\$276.40	Senior Leadership Meeting	Gettysburg, PA
HARMAN, ELIZABETH M	12/13/2011	2/8/2012	\$180.65	local	Local Travel
HARMAN, ELIZABETH M	12/14/2011	12/14/2011	\$54.77	meeting with Maryland State DIR.	Reisterstown, MD
HART, PATRICK J	6/10/2011	6/16/2011	\$858.75	NEMA Conf.	Austin, TX
HART, PATRICK J	8/2/2011	8/4/2011	\$1,197.29	Conference	Memphis, TN
HART, PATRICK J	10/5/2011	10/9/2011	\$1,343.54	informational meeting	Huntsville, AL
HART, PATRICK J	12/8/2011	12/9/2011	\$377.83	Sen. Leadership Meeting	NETC
KAUFMAN, DAVID J	2/7/2011	2/9/2011	\$1,022.45	Interagency meeting	Las Vegas, NV
KAUFMAN, DAVID J	2/22/2011	2/25/2011	\$1,760.18	Homeland defense and security meeting	Monterey, CA
KAUFMAN, DAVID J	2/28/2011	3/22/2011	\$59.26	meeting	Washington, DC
KAUFMAN, DAVID J	3/8/2011	3/10/2011	\$1,067.80	meeting	Denver, CO
KAUFMAN, DAVID J	3/18/2011	3/18/2011	\$539.51	meeting with CDC	Atlanta, GA
KAUFMAN, DAVID J	3/31/2011	4/5/2011	\$55.37	meeting	Washington, DC
KAUFMAN, DAVID J	4/9/2011	4/15/2011	\$4,663.08	speech presentation	Rome & Florence Italy

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
KAUFMAN, DAVID J	4/21/2011	4/21/2011	\$344.43	meeting reg. 3	Philadelphia, PA
KAUFMAN, DAVID J	4/29/2011	6/23/2011	\$119.11	meeting	Washington, DC
KAUFMAN, DAVID J	5/5/2011	5/5/2011	\$852.03	speech presentation	Layton, UT
KAUFMAN, DAVID J	6/7/2011	6/8/2011	\$1,783.97	meeting	Seattle, WA
KAUFMAN, DAVID J	6/15/2011	6/15/2011	\$553.73	speech presentation	Boston, MA
KAUFMAN, DAVID J	6/20/2011	6/22/2011	\$1,169.53	speech presentation	San Francisco, CA
KAUFMAN, DAVID J	7/15/2011	7/28/2011	\$40.76	meeting	Washington, DC
KAUFMAN, DAVID J	7/31/2011	8/1/2011	\$532.09	meeting	Philadelphia, PA
KAUFMAN, DAVID J	7/31/2011	8/1/2011	\$532.09	All Hazards Consortium Annual Retreat	Philadelphia, PA
KAUFMAN, DAVID J	8/4/2011	9/15/2011	\$705.08	meeting	Washington, DC
KAUFMAN, DAVID J	8/4/2011	9/14/2011	\$705.08	site visit	Newark, NJ
KAUFMAN, DAVID J	8/7/2011	8/9/2011	\$2,128.45	speech presentation	Honolulu, HI
KAUFMAN, DAVID J	9/21/2011	9/22/2011	\$1,823.25	site visit	Joplin, MO
KAUFMAN, DAVID J	9/27/2011	11/10/2011	\$191.76	meetings	Washington, DC
KAUFMAN, DAVID J	10/3/2011	10/7/2011	\$1,586.13	conference	Austin, TX
KAUFMAN, DAVID J	11/14/2011	11/16/2011	\$1,332.01	conference	Las Vegas, NV
KAUFMAN, DAVID J	11/30/2011	1/19/2012	\$76.51	meetings	Washington, DC
KAUFMAN, DAVID J	12/8/2011	12/9/2011	\$280.66	conference	Emmitsburg, MD
KAUFMAN, DAVID J	12/9/2011	12/17/2011	\$3,239.46	meetings	Melbourne, Canberra, Sydney, Fe Aus
MANNING, TIMOTHY W	2/8/2011	2/8/2011	\$278.67	Oklahoma State University School of Fire Protection Distinguished Seminar Series	Chicago, IL
MANNING, TIMOTHY W	2/15/2011	2/18/2011	\$2,767.24	NATO Civilian Emergency Planning Committee (CEPC)	Brussels, Belgium
MANNING, TIMOTHY W	2/18/2011	2/25/2011	\$5,101.72	Conference and other meetings with State Department officials	Christchurch, NZL; Seattle, WA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
MANNING, TIMOTHY W	3/13/2011	3/20/2011	\$4,243.16	Annual PRiMO Meeting for the Pacific Island Territories	Honolulu, HI; American Samoa
MANNING, TIMOTHY W	4/17/2011	4/29/2011	\$1,491.89	MIPT Workshop, Oklahoma City Memorial , Great Shakeout Exercise, speak at University of Oklahoma	Oklahoma, City ,OK
MANNING, TIMOTHY W	6/14/2011	6/15/2011	\$207.18	attending the New EM State Directors as a guest speaker	Gettysburg, PA
MANNING, TIMOTHY W	6/14/2011	6/14/2011	\$207.18	New EM State Directors Meeting	Gettysburg, PA
MANNING, TIMOTHY W	6/19/2011	6/21/2011	\$1,138.52	National UASI Conference	San Francisco, CA
MANNING, TIMOTHY W	6/27/2011	6/29/2011	\$1,444.93	National Homeland Security Consortium Annual Meeting	Seattle, WA
MANNING, TIMOTHY W	7/30/2011	8/4/2011	\$3,603.03	APEC SMDOF Conference	Sendai, Japan
MANNING, TIMOTHY W	8/25/2011	8/26/2011	\$654.73	International Association of Fire Chiefs Terrorism	Atlanta, GA
MANNING, TIMOTHY W	9/6/2011	9/7/2011	\$837.55	DHS/SEGOB ESC MEETING	Miami, FL
MANNING, TIMOTHY W	9/20/2011	9/23/2011	\$1,899.16	APEC SMDOF Conference	San Francisco, CA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
MANNING, TIMOTHY W	9/30/2011	9/30/2011	\$738.62	Speaking at the National Preparedness Month at Target Plaza Headquarters	Minneapolis, MN
MANNING, TIMOTHY W	10/4/2011	10/7/2011	\$1,594.26	NEMA Conference	Austin, TX
MANNING, TIMOTHY W	10/26/2011	10/26/2011	\$32.59	Site Visit/National Response Center	Beckley, WV
MANNING, TIMOTHY W	11/1/2011	11/2/2011	\$2,485.42	National Homeland Defense Foundation Conference	Colorado Springs, CO
MANNING, TIMOTHY W	11/7/2011	11/11/2011	\$4,525.55	APEC leaders week conference	Hilo, HI
MANNING, TIMOTHY W	12/8/2011	12/9/2011	\$103.17	Information meeting/FEMA Senior leadership	Emmitsburg, MD
MANNING, TIMOTHY W	12/12/2011	12/14/2011	\$1,236.12	National Homeland Security Consortium	Miami, FL
MCNAMARA, JASON R	1/27/2011	1/27/2011	\$56.76	meeting	Local Travel
MCNAMARA, JASON R	5/10/2011	5/13/2011	\$1,098.39	To attend the national advisory council conference	Los Angeles, CA
MCNAMARA, JASON R	6/14/2011	6/14/2011	\$34.61	meeting	Local Travel
MCNAMARA, JASON R	7/13/2011	7/15/2011	\$674.67	Partnering for the SES candidate development program	Denver, CO
MCNAMARA, JASON R	7/22/2011	7/22/2011	\$346.83	Region III Meeting	Philadelphia, PA
MCNAMARA, JASON R	7/28/2011	7/28/2011	\$267.43	Region III for Personnel Issue	Philadelphia, PA
MCNAMARA, JASON R	8/19/2011	8/19/2011	\$31.84	meeting	Local Travel
MCNAMARA, JASON R	10/2/2011	10/8/2011	\$1,894.84	Attend NEMA Conference	Austin, TX
MCNAMARA, JASON R	12/8/2011	12/9/2011	\$141.20	meeting	Local Travel
MILLER, DAVID L	1/24/2011	1/27/2011	\$892.25	site visit	Washington, DC
MILLER, DAVID L	5/9/2011	5/13/2011	\$867.15	site visit	Washington, DC

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
MILLER, DAVID L.	7/11/2011	7/14/2011	\$817.81	site visit	Washington, DC
MILLER, DAVID L.	10/2/2011	10/8/2011	\$2,107.94	NEMA conference	Austin, TX
MILLER, DAVID L.	10/19/2011	10/22/2011	\$1,688.68	site visit	Bismarck, ND
MILLER, DAVID L.	11/1/2011	11/3/2011	\$955.23	NAFSMA Conference	St. Petersburg, FL
MILLER, DAVID L.	11/12/2011	11/16/2011	\$1,450.33	Conference IAEM	Las Vegas, NV
MILLER, DAVID L.	12/8/2011	12/9/2011	\$187.49	Senior Leadership Meeting	EMI
MILLER, DAVID L.	12/9/2011	12/13/2011	\$996.15	RAD meeting	Altoona, IL & Kansas City, MO
MURPHY, KENNETH D.	1/26/2011	1/27/2011	\$475.41	site visit	Idaho
MURPHY, KENNETH D.	2/23/2011	2/28/2011	\$1,926.80	site visit	Anchorage AL
MURPHY, KENNETH D.	3/7/2011	3/10/2011	\$1,492.22	Conference	Portland, OR
MURPHY, KENNETH D.	3/15/2011	3/16/2011	\$638.70	site visit	Kennewick, WA
MURPHY, KENNETH D.	3/20/2011	3/25/2011	\$2,312.39	NEMA Conference	Alexandria, VA
MURPHY, KENNETH D.	3/28/2011	3/29/2011	\$344.40	meeting	Local Travel
MURPHY, KENNETH D.	4/3/2011	4/5/2011	\$1,609.81	Meeting	Portland, OR
MURPHY, KENNETH D.	4/11/2011	4/15/2011	\$2,033.49	Conference NTTX	Arlington, VA
MURPHY, KENNETH D.	5/6/2011	5/7/2011	\$638.17	site visit	Spokane, WA
MURPHY, KENNETH D.	5/11/2011	5/12/2011	\$687.50	National Advisory Council Meeting	Los Angeles, CA
MURPHY, KENNETH D.	5/19/2011	5/22/2011	\$293.81	Conference	Vancouver, WA
MURPHY, KENNETH D.	5/19/2011	5/22/2011	\$293.81	Conference	Vancouver, WA
MURPHY, KENNETH D.	6/6/2011	6/10/2011	\$2,082.01	RA meeting	Washington, DC
MURPHY, KENNETH D.	6/21/2011	6/26/2011	\$979.20	CSEPP Conference	Boise, ID
MURPHY, KENNETH D.	7/7/2011	7/14/2011	\$3,866.83	RISC Meeting	Anchorage AL
MURPHY, KENNETH D.	7/16/2011	7/16/2011	\$255.13	NACO Committee	Portland, OR
MURPHY, KENNETH D.	7/20/2011	7/20/2011	\$265.43	site visit	Portland, OR
MURPHY, KENNETH D.	8/1/2011	8/4/2011	\$1,857.97	ORR Oper. And Doctrinal Training	Memphis, TN
MURPHY, KENNETH D.	8/9/2011	8/10/2011	\$508.98	Special mission	Spokane, WA
MURPHY, KENNETH D.	8/15/2011	8/17/2011	\$387.57	Emergency Prep. Conference	Shelton, WA
MURPHY, KENNETH D.	8/29/2011	8/30/2011	\$441.85	Cascadia Subduction Zone Workshop	Salem, OR

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
MURPHY, KENNETH D.	9/6/2011	9/6/2011	\$295.13	DHS partners Meeting	Portland, OR
MURPHY, KENNETH D.	9/9/2011	9/9/2011	\$28.69	local-	Local Travel
MURPHY, KENNETH D.	9/19/2011	9/19/2011	\$81.09	hazard Planning workshop	Dupont, WA
MURPHY, KENNETH D.	9/27/2011	9/27/2011	\$1,106.48	WSEMA Conference	Port Angeles, CA
MURPHY, KENNETH D.	9/27/2011	10/1/2011	\$1,106.48	WSEMA Conference	Port Angeles, CA
MURPHY, KENNETH D.	10/2/2011	10/8/2011	\$1,716.17	NEMA Conference	Austin, TX
MURPHY, KENNETH D.	10/11/2011	1/11/2012	\$246.43	Various meetings	Local Travel
MURPHY, KENNETH D.	10/23/2011	10/26/2011	\$1,381.30	Special mission	EMI
MURPHY, KENNETH D.	10/27/2011	10/29/2011	\$810.82	Mission	Washington, DC
MURPHY, KENNETH D.	11/2/2011	11/6/2011	\$530.11	American Indians Conference	Portland, OR
MURPHY, KENNETH D.	12/7/2011	12/10/2011	\$2,147.07	FEMA leadership Meeting	EMI
MYERS, DAVID L	1/5/2011	1/7/2011	\$1,374.92	Project Meeting	Atlanta & Miami
MYERS, DAVID L	2/1/2011	9/9/2011	\$311.44	meeting	Local Travel
MYERS, DAVID L	2/3/2011	2/4/2011	\$217.61	Interfaith Dialogue meeting	Harrisonburg, VA
MYERS, DAVID L	2/9/2011	2/12/2011	\$1,711.69	Miami-Dade Project meeting	Miami, FL
MYERS, DAVID L	2/19/2011	2/24/2011	\$1,102.03	National VOAD Board meeting	Kansas City, MO
MYERS, DAVID L	3/1/2011	3/7/2011	\$1,492.86	Blue Campaign meeting	Orlando & Miami FL
MYERS, DAVID L	3/10/2011	3/12/2011	\$1,418.06	CRCL Roundtable	Denver, CO
MYERS, DAVID L	3/22/2011	3/25/2011	\$697.93	NEMA Conference	Alexandria, VA
MYERS, DAVID L	4/6/2011	4/9/2011	\$1,930.77	CRCL Roundtable	Denver, CO
MYERS, DAVID L	4/19/2011	4/20/2011	\$1,109.45	NLE-11	Memphis, TN
MYERS, DAVID L	4/26/2011	5/4/2011	\$2,845.08	CRWRC	Grand Rapids, MI
MYERS, DAVID L	5/6/2011	5/20/2011	\$4,109.78	site visit	Birmingham, AL
MYERS, DAVID L	5/21/2011	5/28/2011	\$2,971.42	VOAD	Joplin, MO
MYERS, DAVID L	6/2/2011	6/7/2011	\$2,608.07	White House Reg. Conf	New Orleans, LA
MYERS, DAVID L	7/5/2011	7/6/2011	\$701.16	Menmonite Conference	Pittsburg, PA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
MYERS, DAVID L	7/10/2011	7/15/2011	\$2,084.11	Church World Service Training	Birmingham, AL
MYERS, DAVID L	7/23/2011	7/30/2011	\$2,618.77	White house Regional Conference	Denver CO, Seattle WA
MYERS, DAVID L	8/22/2011	8/23/2011	\$958.83	CRCL SOMALI Roundtable	St. Paul, MN
MYERS, DAVID L	9/13/2011	9/14/2011	\$1,003.60	Project meeting	Miami, FL
MYERS, DAVID L	9/16/2011	9/17/2011	\$1,359.93	interfaith new york disaster event	New York, NY
MYERS, DAVID L	9/16/2011	9/16/2011	\$1,359.93	interfaith new york disaster event	New York, NY
MYERS, DAVID L	9/19/2011	9/22/2011	\$1,443.17	Conference	Tucson, AZ
MYERS, DAVID L	10/4/2011	10/7/2011	\$2,052.54	Conference	Austin, TX
MYERS, DAVID L	10/11/2011	10/13/2011	\$1,906.57	meeting	Minot, ND
MYERS, DAVID L	10/17/2011	12/20/2011	\$171.76	local	Local Travel
MYERS, DAVID L	10/26/2011	10/28/2011	\$1,325.76	meeting	Boston, MA & Seattle WA
MYERS, DAVID L	10/26/2011	10/27/2011	\$1,325.76	meeting	Boston, MA & Seattle WA
MYERS, DAVID L	11/3/2011	11/6/2011	\$1,170.69	meeting	Chicago, IL
MYERS, DAVID L	11/14/2011	11/17/2011	\$1,759.89	conference	Denver, CO
MYERS, DAVID L	12/5/2011	12/7/2011	\$1,029.99	Conference	Chicago, IL
MYERS, DAVID L	12/8/2011	12/9/2011	\$164.27	senior leadership retreat	EMI
MYERS, DAVID L	12/14/2011	12/14/2011	\$50.36	local	Local Travel
PENN, DAMON C	1/20/2011	1/20/2011	\$67.00	meeting	Local Travel
PENN, DAMON C	3/1/2011	3/4/2011	\$1,265.66	site visit	Colorado Springs, CO
PENN, DAMON C	3/1/2011	3/4/2011	\$1,265.66	site visit	Colorado Springs, CO
PENN, DAMON C	3/7/2011	3/10/2011	\$170.53	site visit	
PENN, DAMON C	3/14/2011	3/14/2011	\$57.78	site visit	MW & HQ
PENN, DAMON C	3/28/2011	3/31/2011	\$180.10	meeting	Washington, DC
PENN, DAMON C	4/11/2011	4/14/2011	\$1,545.27	NAB show	Las Vegas, NV
PENN, DAMON C	4/25/2011	4/25/2011	\$64.54	meeting	Washington, DC
PENN, DAMON C	5/16/2011	5/18/2011	\$368.51	NLE 2011	Little Rock, AR
PENN, DAMON C	5/24/2011	5/27/2011	\$1,469.89	conference	Boston, MA
PENN, DAMON C	6/1/2011	6/1/2011	\$16.76	meeting	Washington, DC
PENN, DAMON C	6/6/2011	6/8/2011	\$960.05	annual preparedness workshop	Little Rock, AR

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
PENN, DAMON C	6/16/2011	6/27/2011	\$246.86	briefing	Mt Weather, VA
PENN, DAMON C	7/8/2011	7/12/2011	\$77.96	site visit	Mt Weather, VA
PENN, DAMON C	8/7/2011	8/11/2011	\$1,070.15	speech presentation	Austin, TX
PENN, DAMON C	9/8/2011	10/27/2011	\$139.16	site visit	Mt Weather, VA
PENN, DAMON C	10/5/2011	10/7/2011	\$1,012.57	conference	Austin, TX
PENN, DAMON C	10/18/2011	10/20/2011	\$1,235.85	conference	New York, NY
PENN, DAMON C	11/13/2011	11/16/2011	\$1,393.05	conference	Las Vegas, NV
PENN, DAMON C	12/1/2011	2/3/2012	\$291.85	meetings	Mt Weather, VA
PENN, DAMON C	12/5/2011	12/7/2011	\$1,312.87	training	San Juan & Nav Res Sta, PR
PENN, DAMON C	12/8/2011	12/9/2011	\$245.57	information mtg	Emmitsburg, MD
PENN, DAMON C	12/8/2011	12/9/2011	\$245.57	FEMA leadership Meeting	Emmitsburg, MD
RACUSEN, RACHEL	1/6/2011	1/6/2011	\$22.76	MEETING	Local Travel
RACUSEN, RACHEL	3/13/2011	3/20/2011	\$5,023.91	Informational Meeting	Chicago, IL, Honolulu, HI, Los Angeles, CA
RACUSEN, RACHEL	4/18/2011	4/19/2011	\$569.38	Conference	Atlanta, GA
RACUSEN, RACHEL	5/9/2011	5/10/2011	\$787.93	Meeting	New York, NY
RACUSEN, RACHEL	5/9/2011	5/9/2011	\$787.93	Conference	Atlanta, GA
RACUSEN, RACHEL	6/2/2011	6/3/2011	\$1,166.44	Gulf States Hurricane	New Orleans, LA
RACUSEN, RACHEL	6/14/2011	6/16/2011	\$788.23	Meeting	Atlanta, GA
RACUSEN, RACHEL	8/22/2011	8/22/2011	\$13.52	local travel	Local Travel
RACUSEN, RACHEL	11/3/2011	11/4/2011	\$604.50	Conference	Dallas, TX
ROBINSON, KRISTIN E	7/8/2011	7/13/2011	\$2,622.86	esri international user conference	San Diego, CA
ROBINSON, KRISTIN E	8/27/2011	8/29/2011	\$100.84	local-asst. with hurricane Irene	Local Travel
ROBINSON, KRISTIN E	9/27/2011	12/30/2011	\$649.52	local travel	Local Travel
ROBINSON, KRISTIN E	10/3/2011	10/8/2011	\$1,869.88	NEMA conf.	Austin, TX
ROBINSON, KRISTIN E	10/19/2011	10/22/2011	\$1,694.43	site visit	Bismarck, ND
ROBINSON, KRISTIN E	11/12/2011	11/16/2011	\$2,013.49	IAEM conf	San Diego, CA
RUSSELL, TONY A	1/6/2011	1/6/2011	\$41.02	local travel	Local Travel
RUSSELL, TONY A	1/14/2011	1/17/2011	\$782.95	site visit	New Orleans, LA
RUSSELL, TONY A	1/21/2011	1/21/2011	\$498.61	site visit	New Orleans, LA
RUSSELL, TONY A	2/11/2011	2/13/2011	\$1,213.07	information mtg	Albuquerque, NM
RUSSELL, TONY A	2/15/2011	2/23/2011	\$3,620.00	University of NOLA meeting	Baton Rouge, LA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
RUSSELL, TONY A	3/8/2011	3/10/2011	\$437.04	Reg 6 Partnership workshop	Oklahoma, City ,OK
RUSSELL, TONY A	3/19/2011	3/30/2011	\$5,186.25	NEMA mid-year conference	New Orleans, LA
RUSSELL, TONY A	4/11/2011	4/21/2011	\$4,605.28	National Hurricane Conference	Albuquerque, NM
RUSSELL, TONY A	4/25/2011	4/25/2011	\$41.02	Cancelled flight fee	N/A
RUSSELL, TONY A	5/4/2011	5/4/2011	\$100.60	Risk meeting	Dallas, TX
RUSSELL, TONY A	5/9/2011	5/9/2011	\$767.11	meeting with LRO	Baton Rouge, LA
RUSSELL, TONY A	5/16/2011	5/20/2011	\$2,302.05	NLE exercise	Little Rock, AR
RUSSELL, TONY A	5/24/2011	5/24/2011	\$1,358.26	cancelled flight fee	N/A
RUSSELL, TONY A	5/30/2011	6/10/2011	\$4,130.66	Gulf state hurricane conference	Albuquerque, NM And Washington, DC
RUSSELL, TONY A	6/20/2011	6/21/2011	\$1,004.74	VOAD conference	Austin, TX
RUSSELL, TONY A	6/28/2011	7/5/2011	\$2,517.95	meeting with state and local stakeholders	New Orleans, LA
RUSSELL, TONY A	7/16/2011	7/25/2011	\$2,116.05	NM Met event	Santa Fe, NM
RUSSELL, TONY A	7/31/2011	8/4/2011	\$1,626.41	African Am. Leadership summit	Washington, DC, Memphis, TN
RUSSELL, TONY A	8/22/2011	8/23/2011	\$197.36	OK emergency management conference	Oklahoma, City ,OK
RUSSELL, TONY A	9/5/2011	9/7/2011	\$638.27	NM conference	Albuquerque, NM
RUSSELL, TONY A	9/14/2011	9/14/2011	\$614.55	DFO DR-3029 visit	Austin, TX
RUSSELL, TONY A	9/22/2011	10/8/2011	\$6,600.67	conference	Monterey, CA, Albuquerque, NM, New Orleans, LA, Austin, TX
RUSSELL, TONY A	9/22/2011	10/7/2011	\$6,600.67	conference(arm endment)	Monterey, Ca, Denton, TX, Albuquerque, NM, New Orleans, LA, Austin, TX
RUSSELL, TONY A	10/16/2011	10/22/2011	\$3,184.12	HQ/PA, DHS presentation and meeting Mayor	Austin, TX, New Orleans, LA, Baton Rouge, LA, Houston, TX

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
RUSSELL, TONY A	10/26/2011	10/29/2011	\$1,751.84	meetings with LRO and Al Sligh	New Orleans, LA
RUSSELL, TONY A	10/30/2011	11/3/2011	\$2,186.31	presentation at EMA	Odessa, TX, Bentonville, AR
RUSSELL, TONY A	11/13/2011	11/16/2011	\$1,898.62	IAEM conference	Las Vegas, NV
RUSSELL, TONY A	11/30/2011	12/3/2011	\$388.66	NDRF roll-out	New Orleans, LA
RUSSELL, TONY A	12/5/2011	12/10/2011	\$2,162.99	meeting with UTMB and state officials	Houston, TX, Galveston, TX, Washington, DC
RUSSELL, TONY A	12/18/2011	12/22/2011	\$1,605.67	meeting	New Orleans, LA And Baton Rouge, LA
RUSSELL, TONY A	12/28/2011	12/29/2011	\$696.74	meeting with governor	Little Rock, AR
SCOTT, JANNAH M	1/6/2011	1/8/2011	\$686.75	planning for reg ix for security conf.	Phoenix, AZ
SCOTT, JANNAH M	1/6/2011	1/8/2011	\$686.75	Prep for R9 Preparedness & Security	Tucson, AZ
SCOTT, JANNAH M	1/12/2011	1/15/2011	\$884.18	meeting with Tucson sector	Tucson, AZ
SCOTT, JANNAH M	1/12/2011	1/17/2011	\$884.18	Special mission	Tucson, AZ
SCOTT, JANNAH M	1/18/2011	1/22/2011	\$3,311.05	debrief with response team and emergency mgmt	Tucson, AZ
SCOTT, JANNAH M	1/18/2011	1/24/2011	\$3,311.05	debrief with response team and emergency mgmt	Tucson, AZ
SCOTT, JANNAH M	2/9/2011	2/16/2011	\$2,709.25	Miami Dade resilience project	Tucson, AZ
SCOTT, JANNAH M	3/31/2011	4/2/2011	\$1,338.65	launch with Miami Dade core with county commissioners	Miami, FL
SCOTT, JANNAH M	4/5/2011	4/8/2011	\$1,317.49	2011 religious affairs strategy conference	Colorado Springs & Denver, CO

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
SCOTT, JANNAH M	4/11/2011	4/15/2011	\$858.39	Meet with phoenix conference presenters	Phoenix, AZ
SCOTT, JANNAH M	4/28/2011	5/3/2011	\$2,275.52	Miami Dade emergency mgmt first engagement session	Miami, FL
SCOTT, JANNAH M	5/16/2011	5/19/2011	\$116.92	local travel	Local Travel
SCOTT, JANNAH M	6/24/2011	6/29/2011	\$2,106.58	Miami Dade core community	Miami, FL
SCOTT, JANNAH M	7/6/2011	7/8/2011	\$999.79	cologic aim conference	Houston, TX
SCOTT, JANNAH M	7/20/2011	7/27/2011	\$2,003.54	conf. planning for reg ix	Phoenix, AZ & St. Louis, MO
SCOTT, JANNAH M	9/12/2011	9/28/2011	\$3,682.98	pre-meeting to readiness conference	Miami, FL & Phoenix, AZ
SCOTT, JANNAH M	11/11/2011	11/18/2011	\$2,815.61	DHS CFBCI conference	Milwaukee, WI
SCOTT, JANNAH M	11/20/2011	11/22/2011	\$655.02	follow-up to faithful readiness conference	Tucson, AZ
SCOTT, JANNAH M	12/8/2011	12/9/2011	\$471.63	speech at Middlesex college	Edison, NJ
SERINO, RICHARD A	1/12/2011	1/14/2011	\$825.13	USNORTHCOM	Colorado Springs, CO
SERINO, RICHARD A	1/24/2011	1/25/2011	\$501.88	Conference	Chicago, IL
SERINO, RICHARD A	2/1/2011	2/1/2011	\$75.28	National Travel Charges	Monterey, CA
SERINO, RICHARD A	2/10/2011	2/14/2011	\$621.17	HEALTH	Boston, MA
SERINO, RICHARD A	2/22/2011	2/25/2011	\$1,015.20	11th World Cong. On Stress	Atlanta/Baltimore
SERINO, RICHARD A	3/8/2011	3/11/2011	\$2,077.10	Ok City/Denton/Kansas City Conference	Ok City/Denton/Kansas City
SERINO, RICHARD A	3/14/2011	3/16/2011	\$929.80	TALES OF OUR CITIES COFERNECE	New York, NY
SERINO, RICHARD A	4/8/2011	4/8/2011	\$16.10	National Travel Charges	Boston, MA
SERINO, RICHARD A	4/26/2011	4/27/2011	\$581.69	Reg. Catastrophic Preparedness meeting	Boston, MA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
SERINO, RICHARD A	4/26/2011	4/27/2011	\$581.69	Reg. Catastrophic Preparedness meeting	Boston, MA
SERINO, RICHARD A	4/27/2011	4/28/2011	\$488.58	Great Central US Shakeout	Columbia, Atlanta
SERINO, RICHARD A	5/1/2011	5/1/2011	\$212.21	site visit	Jackson, Ms
SERINO, RICHARD A	5/2/2011	5/2/2011	\$403.91	site visit	Huntsville, AL
SERINO, RICHARD A	5/4/2011	5/4/2011	\$84.62	National travel Charges	Boston, MA
SERINO, RICHARD A	5/9/2011	5/12/2011	\$1,187.09	Operation medical Shelter Roundtable	Los Angeles, CA
SERINO, RICHARD A	5/20/2011	5/23/2011	\$797.17	Conference-urban Shield	Boston, MA
SERINO, RICHARD A	5/23/2011	5/25/2011	\$459.57	site visit	Springfield, MO
SERINO, RICHARD A	6/19/2011	6/29/2011	\$1,933.62	NEMA Conference	San Francisco/Boston
SERINO, RICHARD A	6/19/2011	6/28/2012	\$1,933.62	NEMA	Boston, MA
SERINO, RICHARD A	7/15/2011	7/18/2011	\$377.17	Conference	Boston, MA
SERINO, RICHARD A	8/1/2011	8/4/2011	\$1,370.14	NEMA Conference	Chicago/Memphis
SERINO, RICHARD A	8/1/2011	8/3/2011	\$1,370.14	NEMA	Chicago/Memphis
SERINO, RICHARD A	8/14/2011	8/17/2011	\$948.99	MEMC, 7th Annual DPHP Conference	Milwaukee/St. Louis/Joplin Mo/Boston
SERINO, RICHARD A	8/30/2011	8/31/2011	\$626.32	site visit	Lyndhurst, NJ
SERINO, RICHARD A	9/8/2011	9/12/2011	\$536.67	Conference	Boston, MA
SERINO, RICHARD A	9/19/2011	9/21/2011	\$562.56	Conference	Joplin, MO
SERINO, RICHARD A	9/21/2011	9/22/2011	\$181.25	site visit	Lyndhurst, NJ
SERINO, RICHARD A	9/28/2011	9/30/2011	\$779.25	conference	Boston, MA
SERINO, RICHARD A	10/3/2011	10/6/2011	\$1,054.01	NEMA Conference	Austin, TX
SERINO, RICHARD A	10/14/2011	10/19/2011	\$2,120.97	emergency managers meeting	Sonoma, CA
SERINO, RICHARD A	10/20/2011	10/23/2011	\$1,707.71	speech presentation	New York, NY
SERINO, RICHARD A	10/25/2011	10/27/2011	\$1,135.23	MS First Responders and Awards Ceremony	Biloxi, MS
SERINO, RICHARD A	11/3/2011	11/4/2011	\$697.21	site visit	Hartford, CT Springfield, MA
SERINO, RICHARD A	11/9/2011	11/10/2011	\$221.47	award presentation	Boston, MA

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
SERINO, RICHARD A	11/13/2011	11/28/2011	\$2,018.47	Emergency Managers Meeting	Vegas/Colorado Springs
SERINO, RICHARD A	11/30/2011	12/7/2011	\$221.47	NPLI EVENT	Boston, MA
SERINO, RICHARD A	12/8/2011	12/9/2011	\$179.86	Senior Leadership	EMI
SMITH, JESSICA A	10/19/2011	10/21/2011	\$1,201.39	Conference	New York, NY
SMITH, JESSICA A	11/12/2011	11/17/2011	\$1,166.77	Emergency Managers Meeting	Las Vegas, NV
SMITH, JESSICA A	12/4/2011	12/6/2011	\$887.92	Senior Leadership Meeting	EMI
SMITH, JESSICA A	12/8/2011	12/9/2011	\$314.18	Senior Leadership Meeting	EMI
VELASQUEZ, ANDREW III	1/1/2011	1/25/2011	\$38.76	meeting	Local Travel
VELASQUEZ, ANDREW III	2/1/2011	2/2/2011	\$147.71	site visit	Chicago, IL
VELASQUEZ, ANDREW III	2/10/2011	2/12/2011	\$794.60	Visit to New Orleans HSDRRS	Chicago, IL
VELASQUEZ, ANDREW III	2/20/2011	2/21/2011	\$342.33	conference	Peoria, IL
VELASQUEZ, ANDREW III	3/2/2011	3/3/2011	\$350.05	conference	Madison, IL
VELASQUEZ, ANDREW III	3/8/2011	3/9/2011	\$585.44	conference	Minneapolis, MN
VELASQUEZ, ANDREW III	3/20/2011	3/25/2011	\$2,079.02	conference	Alexandria, VA
VELASQUEZ, ANDREW III	4/12/2011	4/13/2011	\$668.46	training	Washington, DC
VELASQUEZ, ANDREW III	4/13/2011	4/15/2011	\$448.41	conference	East Peoria, IL
VELASQUEZ, ANDREW III	4/17/2011	4/22/2011	\$958.35	conference	EMI
VELASQUEZ, ANDREW III	4/26/2011	4/27/2011	\$399.65	conference	Chicago, IL
VELASQUEZ, ANDREW III	5/17/2011	5/18/2011	\$455.40	site visit	Muscatatuck, IN
VELASQUEZ, ANDREW III	6/6/2011	6/10/2011	\$1,866.10	meeting	Washington, DC
VELASQUEZ, ANDREW III	7/5/2011	7/5/2011	\$69.76	local-meeting	Local Travel
VELASQUEZ, ANDREW III	8/3/2011	8/3/2011	\$26.76	local-meeting	Local Travel
VELASQUEZ, ANDREW III	8/8/2011	8/9/2011	\$489.17	site visit	Chicago, IL
VELASQUEZ, ANDREW III	8/31/2011	9/1/2011	\$676.85	state readiness briefing	Washington, DC
VELASQUEZ, ANDREW III	9/7/2011	9/8/2011	\$379.35	speech presentation	Springfield, IL
VELASQUEZ, ANDREW III	9/12/2011	9/14/2011	\$279.65	meeting	Butterville, IL
VELASQUEZ, ANDREW III	9/14/2011	9/16/2011	\$1,562.95	speech presentation	Washington, DC
VELASQUEZ, ANDREW III	9/20/2011	9/21/2011	\$533.82	speech presentation	Troy, MI
VELASQUEZ, ANDREW III	10/2/2011	10/7/2011	\$1,661.04	conference	Austin, TX
VELASQUEZ, ANDREW III	10/2/2011	10/7/2011	\$1,661.04	conference	Austin, TX

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
VELASQUEZ, ANDREW III	10/11/2011	10/11/2011	\$22.57	meeting	Local Travel
VELASQUEZ, ANDREW III	10/18/2011	10/20/2011	\$311.86	WEMA conference	Bloomington, IL
VELASQUEZ, ANDREW III	10/27/2011	10/28/2011	\$516.32	speech presentation	Detroit, MI
VELASQUEZ, ANDREW III	11/13/2011	11/16/2011	\$1,202.55	speech presentation	Las Vegas, NV
VELASQUEZ, ANDREW III	12/7/2011	12/9/2011	\$1,078.44	meeting	Baltimore, MD
VELASQUEZ, ANDREW III	12/12/2011	12/14/2011	\$778.54	interviews	Denton, TX
ZIMMERMAN, ELIZABETH A	1/8/2011	1/17/2011	\$6,405.56	Addressing the International Recovery Forum	Osaka Kansai, Fc Jpn; Osaka-Kobe, Fc Jpn; Honolulu, Hi
ZIMMERMAN, ELIZABETH A	1/27/2011	1/29/2011	\$923.91	participate in meetings at Target Headquarters	Minneapolis, MN
ZIMMERMAN, ELIZABETH A	3/8/2011	3/11/2011	\$835.61	travel to Recovery Office	Los Angeles, CA
ZIMMERMAN, ELIZABETH A	3/12/2011	3/13/2011	\$405.58	return from Pasadena Recovery Office site visit	Washington, DC
ZIMMERMAN, ELIZABETH A	4/18/2011	4/19/2011	\$634.47	participation in the National Hurricane Conference	Atlanta, GA
ZIMMERMAN, ELIZABETH A	4/29/2011	5/3/2011	\$2,061.51	addressing the Denver Wide Area Resiliency and Recovery Program	Denver, CO
ZIMMERMAN, ELIZABETH A	5/11/2011	5/12/2011	\$939.60	participating in the national advisory council meeting	Los Angeles, CA
ZIMMERMAN, ELIZABETH A	5/13/2011	5/13/2011	\$476.92	returning from the National Advisory Council meeting	Washington, DC
ZIMMERMAN, ELIZABETH A	7/11/2011	7/13/2011	\$1,130.57	Visit to New Orleans HSDRRS	New Orleans, LA
ZIMMERMAN, ELIZABETH A	7/28/2011	7/28/2011	\$1,039.14	site visit	Burlington, VT

Traveler	Period Begin	Period End	Amount	Purpose of Travel	Location Visited
ZIMMERMAN, ELIZABETH A	8/1/2011	8/3/2011	\$1,154.29	attend the Office of Response and Recovery Operational Review	Memphis, TN
ZIMMERMAN, ELIZABETH A	8/26/2011	8/27/2011	\$732.47	participation in the Hurricane Hunter flight over Hurricane Irene	Tampa, FL
ZIMMERMAN, ELIZABETH A	11/12/2011	11/15/2011	\$1,418.07	Trip to IAEM Annual Conference	Las Vegas, NV
ZIMMERMAN, ELIZABETH A	11/30/2011	12/2/2011	\$1,208.13	Attending NDRE Roll-out conference	New Orleans, LA
ZIMMERMAN, ELIZABETH A	12/8/2011	12/9/2011	\$164.86	Attending the Senior Leadership Offsite meeting with the Administrator	Emmitsburg, MD
TOTAL			\$631,709.79		

The following material has been included in the record at the request of the second panel witness representing the National Emergency Management Association:

Emergency Management Performance Grants: Providing Returns on a Nation's Investment



Emergency Management Performance Grants
Providing Returns on a Nation's Investment

March 5, 2012

Report Presented by the National Emergency Management Association



March 2, 2012

For the second year in a row, NEMA is proud to offer report detailing the return on investment of the Emergency Management Performance Grant (EMPG). This program is the only source of federal funding provided directly to State and local governments for all the functions which help build a robust emergency management system.

The State emergency management directors of NEMA remain dedicated to illustrating the full impact of EMPG in its entirety and demonstrating to the nation the true return on this investment. We are also thankful for the commitment within Congress and the Administration to maintain this worthwhile program and will continue to do all we can as an association to reflect back on the entire \$340 million commitment and provide transparency in how these funds are invested.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Mullen". The signature is fluid and cursive, with the first and last names being more prominent.

Jim Mullen
President, National Emergency Management Association
Director, Washington Emergency Management Division

Front Page: State of Alaska Unified Command Center (Photo courtesy of Alaska DHSEM)

The Emergency Management Performance Grant (EMPG) remains the primary support mechanism for emergency management at the State and local level. EMPG stands as the only source of federal funding directed to State, local, and tribal governments for planning, training, exercises, and key professional expertise for all-hazards preparedness. This program supports a robust response capability, communications systems, emergency operations centers (EOC), mutual aid agreements, public outreach campaigns and countless other efforts to protect people and property.

One aspect of EMPG which has always been embraced by the emergency management community is the required 50 percent non-federal match on all funds. Even during these times of constrained fiscal resources, many State and local governments continue to demonstrate their commitment to building capacity by contributing far in excess of the required 50 percent contribution.

This document is the next iteration of a similar report submitted last year dated March 23, 2011, both of which are intended to reflect the value of the entire federal investment into EMPG. The data represents the results of a survey conducted by the National Emergency Management Association requesting information from EMPG recipients for federal fiscal year 2011. In total, 48 states responded as well as the District of Columbia, Guam, and the U.S. Virgin Islands.

Planning & Response

The aspect of EMPG which impacts the public most significantly is how the grant supports a robust response capability. Direct support includes activation of emergency operations centers, deployment of field personnel, and the mobilization of State and local resources.

Take for example the disaster figures from fiscal year 2011:

- 98 disasters required a presidential declaration and direct federal assistance.
- At the State level, 250 gubernatorial emergencies were declared under State authority.
- Beyond that, 13,041 events required State assets, but did not reach the level of a gubernatorial declaration, and;
- 44,428 local and tribal events were supported using EMPG funded staff or assets.

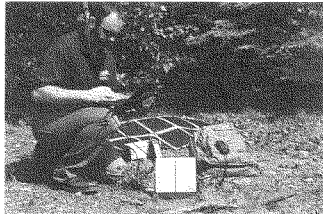
Without a strong and robust emergency management system at the State and local level, the response to many disasters would falter or require federal support. Solid capabilities at the State and local levels afforded through EMPG allow events to be managed without additional federal expenditures. Perhaps the most valuable return on the EMPG investment is the ability for State and local governments to manage 57,469 events before they can escalate and possibly require federal assistance.

A strong response mechanism is only as strong as the planning utilized to support the effort. In total, 2,118 State and 9,796 local plans were developed, maintained, or updated using EMPG funds in fiscal year 2011. These plans included emergency operations plans, continuity of government or operations, evacuation plans, special needs planning, or supporting annexes and appendices to existing plans.

Right: In April 2011, a deadly string of tornados struck the South. Destruction seen in the photo was unfortunately common and provided a challenge to responders. (Photo courtesy of Alabama Emergency Management Agency)



Left: USAR Teams plan and exercise in *Alabama*. The capabilities exercised before a disaster can be the difference during a critical response mission. (Photo courtesy of Alabama Emergency Management Agency)



A State employee tests new Broadband Global Access Network portable backpacks that provide satellite phone and web access anywhere in *Alaska*. The entire system gets power from a portable battery that can be recharged using conventional AC power or solar energy. Backpacks support DHS&EM emergency response activities and Alaska State Trooper operations. (Photo courtesy of Alaska Division of Homeland Security and Emergency Management)

Communication & Warning Systems

Communication networks, warning systems, and emergency operations centers remain an eligible expense under EMPG because these critical systems are what actively support planning and response efforts. In fiscal year 2011, EMPG supported 78 State and 2,866 local emergency operations centers.

Grantees and sub-grantees also purchased or maintained 336 State and 856 local emergency response systems or services. Emergency response systems include those assets which support emergency response operations. Some examples include WebEOC software, shelter management software, or voluntary and donation management services. In addition to response systems or services, 680 community warning systems and 934 redundant communications systems were purchased, maintained, or upgraded nationwide. These systems provide the ability to alert and warn response organizations or the general public of pending and spontaneous disaster events.

One example of EMPG funds being used to supplement State investment in communications is in the *State of Connecticut*. Since 2005, high-band radio performance increased from 24 to 95 percent. In addition, participation in EMPG at the municipal level jumped from 51 to 86 percent; and, funding of municipal emergency management programs increased by 50 percent. Other successes include the WebEOC testing at a level of 66 percent in 2011; all local Emergency Operations Plans are updated annually; and, the Equipment, Training, and Exercise Program to enhance municipal readiness continues to be implemented.

A Robust Cadre

Systems and plans are supported and implemented by a skilled cadre of professionals. These personnel must be vigorously trained and exercised on a regular basis in order to effectively support the complex emergency management system.

EMPG provided significant support to these efforts in fiscal year 2011, by allowing 3,675 State and 2,481 local classes to be conducted related to emergency management. These classes cover the major issues of mitigation, preparedness, response, and recovery and include training for public officials, emergency response personnel, citizens, and emergency management personnel. In total, 135,534 personnel were trained using EMPG funds.

Training is highly effective in continuing the expertise of a skilled cadre, but without a comprehensive exercise program to compliment the training efforts, the preparedness cycle is compromised. In fiscal year 2011, EMGP supported 3,890 State and local workshops, drills, and functional full-scale exercises which benefited 986,773 participants.



With the help of EMPG funding, The *State of Kentucky* participated in the National Level Exercise (NLE) last May. The design process required detailed planning and was structured to establish a learning environment for players to exercise emergency response plans, policies, and procedures in response to a catastrophic earthquake along the New Madrid Seismic Zone. Exercise participation was multi-jurisdictional and multi-agency, including local, regional, State, federal, and private sector participants. In order to build an effective exercise, subject matter experts and local representatives from numerous agencies took part in the planning process, exercise execution and evaluation.

(Left: Photo inside NLE Command Center)

Lending a Helping Hand

In fiscal year 2011, EMPG supported 998 State and 3,266 local mutual aid agreements, memorandums of understanding, and memorandums of agreement with neighboring jurisdictions, non-profit agencies, Volunteer Organizations Active in Disasters (VOADS), and the private sector. These agreements between States and local jurisdictions remain critical to mounting an effective response in the wake of a disaster.

Mutual aid is critical to effective emergency management and has grown exponentially over the past decade. For example, 26 emergency management personnel responded to the September 11, 2001, terrorist attacks. Conversely, over 66,000 personnel from a variety of disciplines deployed through the Emergency Management Assistance Compact (EMAC) to the Gulf Coast in response to Hurricanes Katrina and Rita and 12,279 personnel to Texas and Louisiana during Hurricanes Gustav and Ike. The 2009 Spring Flooding in North Dakota and Minnesota resulted in States deploying equipment, sandbags, and 1,029 personnel to North Dakota. In all, 727 National Guard personnel and 302 civilians were sent to assist. Last year, over 600 personnel were deployed in response to the floods and tornados in Missouri, North Dakota, Nebraska, South Dakota, Mississippi, Alabama, and Tennessee.



Volunteers from *Oklahoma* travel to *Louisiana* to help exercise shelter plans
(Photo courtesy of EMAC)

Disaster Assistance Strike Team Vehicle
in *Iowa* helps clear debris
(Photo courtesy of Iowa HSEMD)

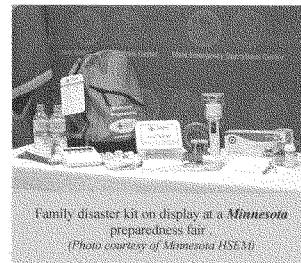
Georgia Search and Rescue teams exercise
complicated rescue scenarios.
(Photo courtesy of GEMA)

Public Preparedness

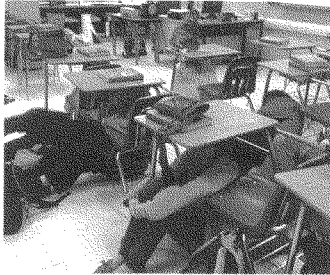
FEMA Administrator Fugate, DHS Secretary Napolitano, and even the President of the United States continue to espouse the virtues of personal preparedness. They emphasize it because they realize the preparedness of the nationwide emergency management system is only as strong as the preparedness of individuals and households. In a Presidential Proclamation in May 2011, President Obama stated "we emphasize the need for individuals, businesses, nonprofits, and families to prepare emergency plans, create emergency supply kits, and learn evacuation routes."

In fiscal year 2011, EMPG significantly contributed to public awareness and outreach campaign efforts. State and local emergency management officials conducted 3,089 citizen and community preparedness outreach campaigns. These outreach programs benefited 133,255,522 citizens.

*"Having a disaster plan, keeping supplies for
basic survival needs, and staying informed are
the responsibility of every American."
-Craig Fugate, August 2011*



Family disaster kit on display at a *Minnesota*
preparedness fair
(Photo courtesy of Minnesota HSEMD)



Students in *Alabama* participate in Great Shake Out 2012 events to prepare for an earthquake. (Photo courtesy of Alabama Emergency Management Agency)

The *State of Washington* utilized EMPG funds to assist schools across the state in the development of earthquake procedures. This ongoing instruction will continue and ultimately result in every school in Washington acting in a consistent manner when a seismic event occurs in the state. Members of the Washington Seismic Safety Committee worked closely with both school district representatives ensuring their cooperation. Through this program, more than 463,000 pieces of seismic related literature were distributed to schools across the state. This literature not only educated the students and staff but also provided outreach to parents. The State also assisted schools in advance of National Preparedness Day to coordinate the State "Back to School" Earthquake Drill and helped them develop earthquake plan and drill procedures. In total, more than 450 administrators and teachers in the state were trained in effective earthquake procedures.

Conclusion

The federal investment into EMPG for fiscal year 2011 was \$340 million – a little over \$1 per citizen. The State and local investment into the program was at least another \$340 million for a total investment into our emergency management system in excess of \$680 million.

Perhaps the most valuable return on the EMPG investment is the ability for State and local governments to manage nearly 57,469 events before they can escalate and possibly require federal assistance. Disasters remain unpredictable, and no investment can completely eliminate the risks; but supporting the professional coordination and capabilities enhanced with EMPG certainly minimize the effects.

Even beyond providing for planning, training, exercises, communications systems, and building a robust response system, EMPG also partially supports 6,416 full- and part-time members of a skilled cadre in addition to 1,993 volunteers who give their time as emergency management staff. These professionals and volunteers dedicate themselves to the safety and security of millions of Americans before, during, and after a broad range of hazards strike.

This program remains a critical aspect of State and local disaster response and demonstrates a significant return on the federal investment. By examining the comprehensive nationwide picture of how EMPG impacts the disaster response landscape at all levels of government, an image of responsibility, dedication, and value is clearly seen.

We appreciate the support EMPG has received in the past and hope such support continues to be justified as we work tirelessly to demonstrate the return on the nation's investment.



A destructive tornado rips through farmland in North Dakota
(Photo courtesy of NDEES)

ABOUT NEMA:

Established in 1974, NEMA represents the emergency management directors of the 50 states, territories, and the District of Columbia. These professionals are responsible to their governors for all-hazards emergency preparedness, mitigation, response, and recovery from all emergencies, disasters, and threats to the homeland. NEMA is a non-profit, non-partisan organization headquartered in Lexington, Kentucky and an affiliate of the Council of State Governments.

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p: 202-624-5459

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The following material has been included in the record at the request of the second panel witness representing the National Fusion Center Association:

[included on the following pages, data regarding fusion center budgets]

FY 2011 TOTALS (51 out of 77 centers reporting)*	
\$ 106,108,794	STATE / LOCAL / OTHER CONTRIBUTION (69%)
\$ 24,927,045	SHSGP CONTRIBUTION (16%)
\$ 22,266,066	UASI CONTRIBUTION (15%)
\$ 47,193,111	TOTAL UASI + SHSGP CONTRIBUTION (31%)
\$ 153,301,905	TOTAL FUSION CENTER BUDGETS (51 centers out of 77)

* Data is self-reported, has not been audited or verified, and should not be considered "official".

Survey Data from 51 Fusion Centers Regarding FY 2011 Budget Sources and Amounts*				
* Data is self-reported, has not been audited or verified, and should not be considered "official".				
Fusion Center Name	Total FY 2011 Budget	SHSGP Funds FY 2011	UASI Funds FY 2011	State/Local/Other Funding FY 2011
Northern CA Regional Intelligence Center	8,644,932	2,200,000	4,000,000	2,444,932
Missouri Information Analysis Center	1,300,000	325,000	-	975,000
Pacific Regional Information Clearinghouse (PacClear - Hawaii)	319,105	76,585	-	242,520
Alabama Fusion Center	800,000	400,000	-	400,000
Oklahoma Information Fusion Center	1,314,017	784,637	-	529,380
Indiana Intelligence Fusion Center (IIFC)	1,823,864	1,003,125	-	820,739
Michigan Intelligence Operations Center (MIOC)	6,000,000	700,000	100,000	5,200,000
Kansas City Terrorism Early Warning Center	650,000	-	650,000	-
Washington Regional Threat and Analysis Center (Washington DC)	1,073,000	150,220	922,780	-
Florida Fusion Center	2,700,000	270,000	-	2,430,000
Minnesota Joint Analysis Center	1,378,811	163,425	1,003,893	211,493
Mississippi Analysis and Information Center	600,000	600,000	-	-
Wisconsin Statewide Information Center	2,200,000	760,000	-	1,440,000
South Carolina Information and Intelligence Center	4,240,900	280,870	-	3,960,030
California State Threat Assessment Center (STAC)	2,675,399	2,071,488	-	603,911
Delaware Information and Analysis Center	1,900,000	334,000	-	1,566,000
Idaho Criminal Intelligence Center	1,004,000	74,000	-	930,000
NORTH CAROLINA INFORMATION SHARING AND ANALYSIS CENTER	682,662	524,952	-	157,710
Connecticut Fusion Center (CTIC)	949,254	636,000	-	313,254
St. Louis Fusion Center	541,428	-	379,000	162,428
North Dakota State and Local Intelligence Center	573,000	334,448	-	238,552
Boston Regional Intelligence Center	5,000,000	-	1,500,000	3,500,000
Northern VA Regional Intelligence Center	2,066,642	-	691,200	1,375,442

Iowa Division of Intelligence and Fusion Center	2,315,742	435,000	-	1,880,742
NH Information and Analysis Center	700,425	289,555	-	410,870
Montana All Threat Intelligence Center	992,857	704,928	-	287,929
West Virginia Intelligence/Fusion Center	903,864	400,000	-	503,864
Colorado Information Analysis Center - CIAC	1,600,000	400,000	400,000	800,000
Central Florida Intelligence Exchange	888,240	-	447,238	441,002
Arkansas State Fusion Center	800,000	175,735	-	624,265
Oregon TITAN Fusion Center	583,076	279,076	304,000	-
Kentucky Intelligence Fusion Center	308,734	308,734	-	-
New York State Intelligence Center	20,087,340	1,236,469	-	18,850,871
Houston Regional Intelligence Service Center	1,611,000	-	300,000	1,311,000
Central California Intelligence Center	2,500,000	1,750,000	750,000	-
Austin Regional Intelligence Center	3,100,000	274,000	1,166,667	1,659,333
Illinois Statewide Terrorism and Intelligence Center	6,207,004	2,463,831	380,000	3,363,173
Cincinnati/Hamilton County Regional Terrorism Early Warning Group Fusion Center	960,000	200,750	128,700	630,550
Southeast Florida Fusion Center	8,316,400	-	420,000	7,896,400
Pennsylvania Criminal Intelligence Center (PaCIC)	4,858,894	495,000	-	4,363,894
Southern Nevada Counter Terrorism Center	4,354,329	-	2,059,610	2,294,719
Utah Statewide Information & Analysis Center	845,019	200,000	-	645,019
Louisiana State Analytical & Fusion Exchange	2,000,000	200,000	-	1,800,000
JRIC (Orange County, CA)	12,700,000	1,000,000	4,250,000	7,450,000
Tennessee Fusion Center	3,407,075	305,172	-	3,101,903
Arizona Counter Terrorism Information Center (ACTIC)	7,411,000	470,670	1,010,000	5,930,330
Virginia Fusion Center	4,568,764	122,973	102,979	4,342,812
South Dakota Fusion Center	250,000	250,000	-	-
San Diego Law Enforcement Coordination Center	5,500,000	950,000	1,300,000	3,250,000
Nebraska Information Analysis Center (NIAC)	2,361,056	326,400	-	2,034,656
Crime Prevention Information Center (Chicago)	4,734,072	-	-	4,734,072

Total Fusion Center Budgets (51 out of 77 centers reporting)	Total SHSGP Contribution	Total UASI Contribution	Total State/Local/Other Contribution
\$ 153,301,905	\$ 24,927,045	\$ 22,266,066	\$ 106,108,794

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